



# USAID | SOMALIA

FROM THE AMERICAN PEOPLE



## GENDER ASSESSMENT

Navigating Gender Roles and Status to Benefit Men and Women Equally

March 2014

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by International Business & Technical Consultants, Inc.

# **GENDER ASSESSMENT**

March 2014

TO#: AID-RAN-I-00-09-00016; Order No.: AID-623-TO-11-00002

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

Executive Summary .....	1
Background .....	1
Findings Across Programs .....	1
Peace and Security .....	2
Democracy and Governance .....	2
Youth and Education .....	3
Economic Growth .....	3
Health.....	4
Recommendations .....	5
Introduction .....	7
Snapshot of Gender Roles and Status .....	7
Purpose.....	8
Methodology.....	8
Findings .....	10
Interpretation of Gender .....	11
USAID/EA Somalia Strategic Framework .....	12
Indicators.....	15
Findings by Program Sector .....	16
Peace and Security.....	16
Democracy and Governance .....	19
Youth and Education .....	25
Economic Growth .....	28
Health .....	31
Combatting Violent Extremism.....	33
Findings by Region.....	34
Recommendations .....	36
Within USAID and Across Programs .....	37
Conduct Activity-Level Gender Analysis .....	37
Use Indicator Data for Activity Design and Learning .....	38
Make All Activities Either Gender or Female-focused Activities.....	38
Tailor Communications to Reach Both Men and Women .....	38
Program Sectors .....	39
Peace and Security.....	39
Democracy and Governance .....	40
Youth and Education .....	41
Economic Growth .....	41
Health .....	42
Combatting Violent Extremism.....	42
List of Reports and Data Sources on Gender and Status of Women in Somalia.....	44
List of Civil Society Organizations and Gender Consultants Working in/with Somalia .....	47

Annex 1: Gender Assessment for Strategic Planning - Scope of Work.....	55
Annex 2: Workplan for Gender Assessment for USAID/Somalia .....	67
Annex 3: Stakeholder Consultations .....	73
Annex 4: Bibliography .....	83

# ACRONYMS

ADS	Automated Directives System
AMISOM	African Union Mission in Somalia
CEPPS	Consortium for Elections and Political Process Strengthening
CSO	Civil Society Organization
DG	Director General
FGM	Female Genital Mutilation
GEFE	USAID National Policy on Gender Equality and Female Empowerment
GBV	Gender Based Violence
IP	Implementing Partner
JHNP	Joint Health and Nutrition Program
NAP	USAID National Action Plan on Women, Peace and Security
NDI	National Democratic Institute
NGO	Non-Governmental Organization
PEG	Partnership for Economic Growth
PPR	Performance Plan and Report
SBF	Somaliland Business Fund
TIS	Transition Initiatives for Stabilization
TVET	Technical and Vocational Education and Training
SLNMA	Somaliland Nursing and Midwives Association
SYLI	Somali Youth and Leadership Initiative
SWDC	Somali Women Development Centre
UNSOM	United Nations Assistance Mission in Somalia

# EXECUTIVE SUMMARY

## BACKGROUND

Gender-based violence and discrimination against Somali women is widespread, cutting across social and economic strata. The imperative for gender equality in Somalia is extreme: empirical evidence links gender equality and the physical security of women with peacefulness of states.<sup>1</sup> Somali society is built upon a patrilineal clan system in which formal positions of authority are the exclusive entitlement of men; women's role is defined by domestic and informal labor, and influencing men who make decisions. These gender roles have resulted in women's low levels of education and literacy, with limited access to and control over resources. The conflict in Somalia has forced women to take on a job for which they are ill-prepared: primary breadwinner. In the meantime, many men have lost their job, their very identity, as family breadwinner, and are faced with recapturing or redefining their role within the confines of a social structure that is fiercely protective of its culture. Despite an increasingly educated population of Somali women, formal positions in the political, economic and social spheres remain largely with men and unavailable to women.

USAID policy states a commitment to gender equality as an essential objective of all development programs. To this end, USAID commissioned a Gender Assessment that illustrates the ways in which gender roles and status can affect the extent to which USAID resources benefit men and women equally. The Assessment reviews the program sectors of Peace and Security, Democracy and Governance, Education and Youth, Economic Growth, Health, and Combatting Violent Extremism.

## FINDINGS ACROSS PROGRAMS

This Assessment was structured around the following two key research questions:

- 1. How does and will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect USAID activities?*
- 2. How will USAID current activity results affect women and men differently?*

In order to address these two broad and complex questions, the Assessment Team interviewed a wide swath of over 200 stakeholders in government, USAID-funded Implementing Partners (IP) and beneficiaries, civil society organizations, and activists. The Assessment Team further reviewed USAID Gender Policies and Gender Indicators, USAID/EA Somalia Strategic and Results Framework, USAID-funded activity reports and indicators for five program sectors, policies and plans for Somalia, Somaliland and Puntland. The multivariate nature of data sources and presented often contradictory and fragmented information requiring a significant amount of triangulation and synthesis. As a result, findings are complex, offering no simple answers; the analysis within the Findings section speaks comprehensively to these complexities. The multiple layers of comparisons of disparate data requested by the Scope of Work risks significant repetition of information which as attempted to be minimized by highlighting the most salient factors throughout the narrative, and indicating related Gender Policies, Gender Indicators, and Strategic/Results indicators for each recommendation.

---

<sup>1</sup> Valerie Hudson, *Sex and World Peace*, Columbia University Press, New York, 2012, p. 102, 112.

The current USAID Strategic and Results Framework do not acknowledge or address the significant gender-based inequities in Somali culture. As a result, design of USAID initiatives in Somalia serve to widen gender-based inequality in terms of professional abilities, economic opportunities, and status in politics. Among USAID IP staff and counterparts, the terms ‘gender’ and ‘women’ are used interchangeably to describe female-focused activities in which women are beneficiaries. Both IP staff and counterparts are overwhelmingly male, resulting in male perspectives and male approaches to achieving objectives. While some activities strive for 30%-40% female participation, doing so reinforces the imbalance in power relations and status of men and women, leaving the impression that men (in power) are doing something *for* women (who are powerless).

Although USAID initiatives adopted USAID Gender Indicators in late 2013 primarily for reporting on the Performance Plan Report (PPR), it does not appear that all IP staff are aware of these indicators; indicators in the Results Framework show activities and targets for male/female participation have not been revised accordingly. Disaggregated indicator data reveals that females are typically included at 20%-30% of beneficiaries; few women (and for some indicators none) are participants in activities which build professional capacity or create agency. Current indicators measure how much is done but give little indication of how effective the activities are in achieving objectives.

## **PEACE AND SECURITY**

While both men and women play important roles in peace and security, the role of men is in formal positions of power and decision-making, while women’s role is in the background, influencing the men who make formal decisions. Men’s role in peace in Somalia is most often described as resolving conflict through transactions, as compared to women’s role that is described as emissaries of peace and mitigators who head-off problems before they erupt.

Women’s active participation in community planning appears linked to three factors: 1) physical meeting space in the community; 2) repeated interaction with international projects; and 3) female facilitators who solicit women’s active participation. The new norm of women’s participation in community affairs has enormous implications for security, as research points to greater state security when democracy arises from within as gender equality increases.<sup>2</sup> Local structures that include both women and youth reportedly open more channels of communication for community members to raise issues and inform authorities about security threats.

Work in Somaliland to establish a Civil Registry to record births, marriages and deaths, with age, sex and location, could significantly contribute to understanding the physical and behavioral status of men and women.

## **DEMOCRACY AND GOVERNANCE**

The culturally entrenched clan system defines political representation in all areas of Somalia. As women’s clan affiliation is often diluted as a result of intermarriage<sup>3</sup>, they are typically not supported for political representation. Stakeholders interviewed point to the inclusion of a minimum quota for women across representational and staff government positions in the Constitution as a top priority. The few women in political positions attribute their success to “constant pressure” on clans, and their visibility and “proven success” in CSO leadership positions. Nonetheless, most aspiring female activists and candidates have limited ability to

---

<sup>2</sup> V.Hudson, op. cit., p. 92.

<sup>3</sup> Fouzia Musse and Judith Gardner, *Gender Profile for Somalia*, European Commission, 2013



transform a complaint into an issue, a skill that is less important for male politicians as their positions are entitled rather than earned.

The most prominent female politicians and activists across Somalia share the perception that the international and donor community favors men in high-level nation building consultations contributing to the perception that the international community has not kept its commitment to human rights and gender equality in Somalia. Yet even when women are in positions of power, they have a tendency to give it away. Women have not yet built the social infrastructure that men have in which their daily activities allow them to confer, deliberate and hash out-unified positions. When men speak they do so with the confidence that they represent the views of their social circle.

Nascent moves toward democratization in Somaliland could serve to widen or narrow gender disparities. While political parties and elections have the potential to be more inclusive and representative than the clan system, extensive education and awareness is required for youth and women, particularly in rural areas, to make issue-based decisions rather than voting along clan lines.

## **YOUTH AND EDUCATION**

While boys and girls have parity in primary school enrollment, girls' enrollment drops dramatically at the secondary school level. The onset of puberty presents a host of reasons for girls to leave school, including the lack of separate toilets, insensitivity of teachers, early marriage, and the poor cost/benefit of school, as females are not perceived as the family breadwinner.<sup>4</sup> Programs intended to keep girls in school through mentoring and role models fail to capitalize on the equal opportunity to provide boys with new options and patterns of thinking and behaving that would contribute to gender equality.

The meager 1%-2% female secondary teachers is likely to contribute to female students' intimidation, absence and poor performance, as worldwide, research draws a clear correlation between the presence and performance of female students and female teachers. Key informants interviewed from the Ministry of Education (MoE) as well as from IP staff claim that women do not want to be teachers, yet female teachers point to poor facilities and discriminatory practices as reasons for leaving the profession.

In Technical and Vocational Education and Training (TVET) males and females select skills along rigid gender lines. While male graduates may become employed, female graduates learn skills that require self-employment. Yet females trained lack resources for self-employment.

Youth leadership groups report some success in engaging youth in volunteerism and challenging gender stereotypes at home. Nonetheless, group activities stop short of a more structured approach to changing patterns of socialization and shepherding youth into more formalized positions of leadership in the workplace and at home. Despite male/female parity in the groups, young women are absent from activism and politics.

## **ECONOMIC GROWTH**

Women have considerable presence at the informal micro-level, and a micro-presence in commercial-level enterprises. Men's income is derived primarily from employment in private and

---

<sup>4</sup> This perception is contrary to a report that suggests that women contribute more than 70% to household income. Fouzia Musse and Judith Gardner. *Gender Profile Somalia*, European Union, 2013. p. 14



public sectors and from business ownership. While both men and women enter business ownership without plans and resources, women's driving imperative is typically to meet essential family needs for food, health and education.

Although women tend to be more risk-averse than men,<sup>5</sup> Somali women are increasingly pooling resources as a way to dissipate risk. Grant funding through donors for private sector businesses have included fewer than 30% women-owned businesses. Local organizations suggest that there are significant business opportunities for gender equality in cooperative business models, social enterprises and in businesses drawing on natural and agro-resources.

Both public and private sector employment favors men over women; when women are employed it is typically in positions of administration and finance. While this is partially attributable to discriminatory practices, it may also be attributed to women's self-limiting behavior. Young women are often described as painfully shy during interviews and at work, behavior learned through socialization from childhood.

## **HEALTH**

Despite health activities' focus on women and children, Ministries of Health have almost no women in management positions. Capacity building in leadership and management almost exclusively serves men. As efforts to change health attitudes and behaviors have focused exclusively on women, an opportunity is missed to educate men, controllers of women's access to health. Anti-FGM legislation exists in Puntland and draft legislation is being finalized in Somaliland. While a first step, supporters of the legislation are disappointed that the legal framework continues to allow the *sunu* (less radical) form of the procedure. Initiatives have made some progress in urban areas where male elders and thought-leaders have legitimized the issue. In rural areas, funding for a long-term effort is required to slowly reach rural areas with messages that delink FGM from Islam and explain health risks.

## **COMBATTING VIOLENT EXTREMISM**

The pivotal role of women in security is raised by a number of stakeholders, particularly their approach that differs from men's through peace-building, heading-off situations before they become conflicts, and their accessibility to a broader community. Yet the issue of combatting violent extremism is a topic that stakeholders discuss obliquely. When the subject is raised, they point to the need for education and job creation, and to a lesser extent, civic education.

Empirical research<sup>6</sup> links security of women (which requires their empowerment) with security of states, the very basis of United States Gender Policies. Little is available in the way of best practices on an activity level. While stakeholders interviewed point to women's formalized roles on Peace Committees and in local government structures as opening channels of communication to report security threats, deriving empirical evidence to support activity-level efficacy requires carefully thought-out monitoring and evaluation processes that are both practical and deliver meaningful data.

---

<sup>5</sup> Nelli Oster, Ph.D. *Men vs. Women: Risk Aversion*, 2013. <http://www.blackrockblog.com/2013/11/06/men-women-risk-aversion/>

<sup>6</sup> V. Hudson, op. cit., p. 180

## **TOP-LINE RECOMMENDATIONS**

Given the immense gender disparity in Somalia, United States Gender Policies require gender considerations in project design, procurement processes, performance indicators and evaluations.<sup>7</sup> The following recommendations are offered to address issues across sectors:

1. New procurements and activities with more than one year remaining should conduct a gender analysis to integrate gender considerations.
2. Projects and activities that are female-focused should be identified as such, and not referred to as “gender.”
3. Projects should strive for 50/50 male/female representation in all aspects.

The following highlight recommendations for individual program sectors:

### **Peace and Security**

1. Train female and male facilitators to encourage inclusive participation.
2. Facilitate transition of community planning committees to more permanent structures like Peace Committees.

### **Democracy and Governance**

1. Support initiatives within government agencies and with CSOs that promote democratization, gender equality, human rights, voter education and anti-FGM awareness.
2. Conduct a woman-focused program grooming female leaders and politicians.

### **Youth and Education**

1. Place conditionality on assistance to schools to institute a female-friendly environment that includes HR policies, standards of conduct for students and teachers, appropriate facilities, and teacher training in gender sensitivity.
2. Conduct research to identify and promote TVET offerings that have real market demand, are gender equitable, and can be realistically employed.

### **Economic Growth**

1. Explore models of cooperative businesses, agriculture/natural resource-based cottage industries, and socially responsible businesses to support as these models appear to be equally accessible to both men and women.
2. Conduct long-term program for female university students to build confidence and move beyond self-limiting behavior.

### **Health**

1. Include men in delivery and as targets of health awareness and education activities.
2. Identify women to include in management and leadership capacity building within Ministries of Health.

---

<sup>7</sup> <http://www.usaid.gov/sites/default/files/documents/1870/205.pdf>

## **Combatting Violent Extremism**

1. Conduct analysis on the intersection of gender and combatting violent extremism to more deeply explore success factors and approaches that could be followed.
2. Foster transition of women who demonstrate leadership through planning committees to formalized positions in community structures.

# INTRODUCTION

## SNAPSHOT OF GENDER ROLES AND STATUS

According to the 2012 UNDP Human Development Report's Gender Inequality Index<sup>8</sup> gender inequality in Somalia is “extreme”, ranking Somalia fourth lowest behind Yemen, Mali, Afghanistan and Papua New Guinea<sup>9</sup>. Gender-based violence and discrimination against Somali women is widespread, cutting across social and economic strata. Somali society is built upon a patrilineal clan system in which representative positions within the clan and government, both political and administrative, are “reserved” for men and appointed by male clan elders. While the clan system promotes the practice of cross-clan marriages in the interest of peace-building, this practice of exogamy dilutes women's ability to amass political position and social capital as her identity is split between her birth clan and her husband's clan. As a result, the role of men is in the forefront, holding formal positions of power and decision-making, while the role of women is in the background, influencing the men who make formal decisions. Men are supportive of women's active roles as doers and as beneficiaries but not as leaders.

Access to secular justice is limited to urban areas. Rural women and girls are frequently subject to injustices inherent in customary law (*Xheer*) and those engineered through misinterpretation of Shari'a law.<sup>10</sup> This injustice plays out in the practice of Female Genital Mutilation (FGM), which is promoted by both men and women as (but with no basis in) Islamic practice. Women are often used as pawns in *Xheer*, which allows clans to settle disputes through financial transactions or through promising marriage of a (typically adolescent) daughter. Clans discourage women from pursuing secular justice for rape, preferring settlement through a financial transaction between clan elders for the benefit of clan elders. Women's generally low level of education and low social status limit their ability to lobby for their rights.<sup>11</sup>

From early childhood, Somali parents socialize children to think and behave along rigid gender lines. Girls are ascribed the primary role of caring for the household and for male family members while boys are encouraged toward the outside world with education and networking to build their social capital. While boys and girls attend primary school in approximately equal numbers, attendance of girls in secondary schools drops dramatically, resulting in a largely uneducated female population forced to rely on men who are better educated, or to fend for themselves with minimal education and resources, and lacking clan support.

The impact of the war on Somali women has expanded women's roles and responsibilities beyond caretaker of home and children to be the family breadwinner. While some literature refers to Somali women as resilient, a term that implies a return to a former situation, Somali women have demonstrated a fuller capacity for growth and transformation, assuming new levels of responsibility. Due to women's generally low level of education, their workforce participation is predominately at a livelihoods level. Yet despite their ill-preparedness, some reports suggest women contribute more than 70% to their families' income,<sup>12</sup> primarily from the estimated \$3

---

<sup>8</sup> UNDP's Gender Equality Index is widely recognized as a tool that provides insight into gender disparities in the areas of health, empowerment and labor market across more than 140 countries. International organizations as well as governments themselves rely on this tool to better understand the ramifications of gaps between women and men, as well as to interpret losses to potential human development due to shortfalls in the dimensions included in the Index (Source: <http://hdr.undp.org/en/statistics/gii>)

<sup>9</sup> [http://hdr.undp.org/sites/default/files/reports/242/somalia\\_report\\_2012.pdf](http://hdr.undp.org/sites/default/files/reports/242/somalia_report_2012.pdf), Page 29.

<sup>10</sup> This issue was raised during interviews by human rights organizations Horizon Institute (Somaliland), SWDC and IIDA (Mogadishu).

<sup>11</sup> Ibid.

<sup>12</sup> Fouzia Musse and Judith Gardner. *Gender Profile Somalia*, European Union, 2013, p. 14.

per day that they earn in the informal economy. With men's formal sector unemployment estimated at 61%, men are faced with the challenge of recapturing or redefining their roles as family breadwinner and protector within the confines of a social structure that is fiercely protective of its culture.

Overlaid with the influence of returning diaspora and pressure from international organizations to include women in development activities, traditional gender roles and status are in flux. The presence of women (albeit small) active in politics, in community planning, in public and private sector workplaces, in secondary schools and universities is the new norm. While women are stalled in primarily single digit representation in political positions, they are allied with the youth electorate that shares their second-class status in the clan power structure. Both groups have significant presence in political advocacy, although young women are conspicuous by their absence in activism and politics. As more females are graduating from universities, men are faced with increased competition for jobs that were traditionally a male entitlement. Yet despite their qualification young women are typically hired into administrative positions and young men are more likely to get professional positions through the clan.

While educated youth exhibit openness to more flexible gender roles, cultural pressure at home, work, and in public continues to reinforce traditional gender stereotypes.

## **PURPOSE**

According to former Secretary of State Hillary Clinton, the United States has made empowering women a cornerstone of [United States] foreign policy "because women's equality is not just a moral issue, it is not just a humanitarian issue, it is not just a fairness issue, it is a security issue."<sup>13</sup> The imperative for gender equality is immediate, as empirical evidence links gender equality and the physical security of women with peacefulness of states. USAID/Somalia commissioned this gender assessment in order to inform the Mission gender strategy which is in the process of development. The assessment documents the disparities in roles and status of Somali women and men, and how these attributes are changing in relation to economic, political and social conditions. The assessment further describes the ways in which USAID program resources may be conferring benefit unequally to men and women based on these disparities.

## **METHODOLOGY**

In addition to providing a snapshot of significant gender issues in Somalia, the assessment reflects upon USAID/Somalia projects' operational approaches to identify possible entry points to increase gender equity across program sectors. In addition to program sectors, the Assessment required a review of possible entry points for Combatting Violent Extremism. The program sectors of focus are as follows (in order of priority):

1. Stabilization
2. Governance and Democracy
3. Youth and Education
4. Economic Growth
5. Health

The assessment provides guidance to align USAID/Somalia operations and programming with the following gender policies:

---

<sup>13</sup> Remarks at the *TEDWomen Conference*, U.S. Department of State, December 2010.

1. *National Action Plan on Women, Peace and Security (NAP)*:<sup>14</sup> Empower half the world's population to act as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity.
2. *Gender Equality and Female Empowerment Policy (GEFE)*:<sup>15</sup> Reduce gender disparities in benefit from resources; reduce gender-based violence; and increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making at all levels.
3. *United States Strategy to Prevent and Respond to Gender-based Violence Globally (GBV)*:<sup>16</sup> Marshal the United States' expertise and capacity to prevent and respond to gender-based violence globally.

The methodology for the Gender Assessment and subsequent conclusions pivots around two overarching questions set forth by USAID's Framework for gender analysis:

1. *How will the different roles and status of women and men within the community, political sphere, workplace, and household affect the work to be undertaken?*
2. *How will the anticipated results of the work affect women and men differently?*

As a result, interviews were designed to explore the following dimensions:

1. Equitability of women's and men's engagement;
2. Root causes that either limit or support gender equitable participation and benefit; and
3. Existing and potential unintended negative consequences of donor interventions.

Interview guides (contained in [Annex 2: Workplan](#)) were used as a framework for semi-structured discussion that allowed stakeholders to focus on areas that were most important to them. Interviewees had varying levels of exposure to, understanding of, and willingness to discuss these issues directly. Some interviewees were unable to make causal connections required to answer the questions; some interviewees do not have the cognitive framework to consider this perspective; some interviewees appeared uncomfortable with the issues. As a result, conclusions in the Assessment are often a triangulation and synthesis of pieces of information to address the Framework questions. Answers to these questions require both depth and breadth of understanding of the Somali culture and USAID interventions. While the Assessment requires addressing multiple layers of gender issues from a variety of angles, the report weaves answers to these questions as the foundation for the Findings section.

Field work was conducted from January 12, 2014 – February 23, 2014 in Nairobi (Kenya), Garowe (Puntland), Hargeisa and Borama (Somaliland), and Mogaishu (South Central Somalia). Twenty-three days of interviews were conducted in Somalia. Three telephone interviews were conducted with El Wak community members. Depending on interviewee availability, interviews were conducted in interviewees' offices, in public locations, and at a guest house in Mogadishu. Due to security and time limitations interviews were conducted in urban areas only and thus are likely to contain urban bias. Interviews were conducted with USAID IP staff, civil society organizations, women leaders, national and local government counterparts, and activity beneficiaries. Interviews were conducted by two female consultants, one Canadian/Somali and one American, in English and in Somali with translation. Individual

<sup>14</sup> <http://www.usaid.gov/news-information/fact-sheets/usaid-implementation-us-national-action-plan-women-peace-and-security>

<sup>15</sup> <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

<sup>16</sup> [http://pdf.usaid.gov/pdf\\_docs/PDACT888.pdf](http://pdf.usaid.gov/pdf_docs/PDACT888.pdf)

interviews lasted from 45 minutes to 1½ hours and group interviews lasted 1½ - 2 hours. Group discussions were conducted in both mixed and sex-segregated groups as a way to triangulate information and observe differentials in verbal response, observed behavior, and group dynamics. A Schedule of Stakeholder Consultations and stakeholder contact information is contained in [Annex 3](#).

A total of 80 interview sessions were conducted as follows:

#### **Assessment Interview Types and Numbers**

	<b>Number of Meetings*</b>	<b>Group Meetings</b>	<b>Individual Meetings</b>	<b>Number of Individuals</b>
<b>USAID</b>	5	3	2	11
<b>Implementing Partners</b>	18	11	7	47
<b>Ministry Representatives</b>	14	8	6	40
<b>CSOs and NGOs</b>	18	13	5	55
<b>Women Politicians, Leaders and Activists</b>	12	6	6	31
<b>Other Counterparts**</b>	19	15	8	162***

\*Some meetings had both CSO and women politicians and leaders, hence the number of meetings reflected in the table is more than 80.

\*\*Includes teachers, students, youth groups, business owners, Chambers of Commerce

\*\*\* This number includes the eighty students who were present during four group interviews at TVET institutes. ,

Due to the breadth of this assessment (both geographic and sectoral), the depth of investigation into issues relative to each sector, region, activity, and type of stakeholder was limited. The analysis includes a literature review of gender issues and Somalia, publications on gender issues in post-conflict areas, United States Gender Policies, and USAID Somalia activity documents. A full bibliography is contained in Annex 4.

The Gender Assessment Scope of Work (SOW) is contained in [Annex 1](#).

## **FINDINGS**

In order to address the two overarching questions set forth by USAID's Framework for gender analysis (referenced above), the Assessment Team interviewed a wide swath of stakeholders in government, USAID-funded Implementing Partners (IP) and beneficiaries, civil society organizations, and activists. The Assessment Team further reviewed USAID Gender Policies and Gender Indicators, USAID/EA Somalia Strategic and Results Framework, USAID-funded activity reports and indicators for five program sectors, policies and plans for Somalia, Somaliland and Puntland. The findings from these multivariate data and sources present often contradictory and fragmented information requiring a significant amount of triangulation and synthesis. As a result, findings are complex, offering no simple answers; the analysis presented within the Findings section speaks comprehensively to these complexities. The multiple layers of comparison, among disparate aspects requested by the Scope of Work, risks excessive repetition. The report attempts to minimize this by weaving answers to the Framework questions



throughout Findings, and linking Gender Policies, Gender Indicators, and Strategic/Results indicators for each recommendation in the Recommendations section.

The short answer to the two Framework Questions is that Somali men's generally more privileged position in society has and will result in activities' disproportionately higher participation by men and disproportionately higher benefit to men. The following narrative attempts to explain the "how" in each area.

## INTERPRETATION OF GENDER

The extent of gender inequity in Somalia is such that under current design, some USAID programs widen the gap between men and women in terms of professional abilities, economic opportunities, and status in politics. Discussions with USAID Implementing Partners (IPs) reflect an understanding that they are to operate with economic efficiency: maximize the number of beneficiaries within limits of time and money. To achieve the maximum indicator numbers in a limited timeframe, activities work with populations that are most visible, accessible, and whose participation can produce indicator numbers quickly. In Somalia, this population is men.

Among USAID implementers and counterparts<sup>17</sup> the terms 'gender' and 'women' are used interchangeably. Men and boys are not included in 'gender' activities. Given the enormous gender disparities that leave women and girls in Somalia at a tremendous disadvantage in terms of access to and control over resources, focus on females is not unreasonable. For people who lack a nuanced understanding and motivation to achieve gender equality however the term can be counterproductive.

Although most USAID IPs state that they have organizational imperatives for gender and women's inclusion, the predominance of male management and program staff is overwhelming. Female staff are typically relegated to positions in administration and finance with very few in program positions. Some initiatives attempt to have females comprise 30%-40% of participants such as in community planning activities. Some initiatives have added women-focused activities if it fits within their general project scope. Yet any percentage of female participation that is less than equal to that of men's participation entrenches the power disparity and reinforces the notion that something is being "done for" women, allowed and bestowed by men. An equal proportion of male and female participation is a more equal reflection of the population.

Within this realm, IPs and counterparts are proud of their 'gender' activities. These activities are characterized by women in the role of beneficiaries: things being done for women, women as recipients of the charity and good will of men. While the intent may be noble, this power dynamic is often disempowering for women and further entrenches gender disparities. The notion of "gender equity" to most IP staff<sup>18</sup> appears to be baffling. While IP management and staff are somewhat willing to consider equitable benefit for men and women from activity resources (especially when it expands girl-focused activities to include boys) the notion of gender equity that contributes to *women's agency* remains elusive. Men's engagement as project beneficiaries tends to span broader roles in which their capacity (or agency) is developed to make decisions for themselves and on behalf of others in government and management positions.

---

<sup>17</sup> Counterparts include Ministry personnel, Chambers of Commerce, and local NGOs.

<sup>18</sup> Among interviews with IP staff, three individuals appeared to have an understanding of "gender" as roles and status of men and women; others appear to understand "gender" to mean women.

Considering USAID priorities (as indicated in the Strategic Framework) in Somalia have thus far not included gender equality, this lack of understanding surrounding the term ‘gender’ is not surprising. Nonetheless, this approach is contrary to the NAP Objective 2, *Promote Women's Participation in Peace Processes and Decision-Making*, and the GEFE objective to increase capability of women and girls to influence decision-making at all levels.

Among male government stakeholders interviewed, the term ‘gender’ is similarly equated with females as beneficiaries. However when gender equity is explained as the relative roles, status and agency of men and women, interviewees bristle, defending Somali culture and pointing out how much is already “done for” women. Conversation can often turn hostile and accusatory, as men perceive a threat to the very foundation of Somali culture.

The term ‘gender’ is equally foreign but less contentious with female IP staff and female counterparts who frame the concept in terms of human rights and civic participation. They point out that there is a failing among the entire Somali population to understand their obligation to participate actively. Yet they are adamant that change needs to happen from the grass roots level, working through local approaches and organizations and respecting timeframes that are palatable for the local population rather than those set by donors. One stakeholder astutely captures the sentiment, stating that “Somalis are adaptive to change but protective of culture.” This home-grown approach is endorsed by Dr. Mia Bloom, an expert on international terrorism, who emphasizes the importance of being a “silent partner” and supporting small initiatives and local organizations rather than big projects. “Focus on smaller things that are culturally appropriate,” advises Bloom. “Americans like to put their name on big things and these create big targets, but little things that can take root and stick are more important.”<sup>19</sup> Indeed, USAID initiatives focused on Peace and Security are pursuing this approach.

#### ***IP and Somali Government Comments on ‘Gender’***

- “Women get enough benefit from this project.”
- “We do gender: all our activities focus on women.”
- “Having female staff has no effect on how much women beneficiaries participate in the project.”
- “We cannot find qualified Somali women to hire/participate.”
- “Men do the hard work. Women can only do the easy jobs.”
- “Females do not want to be teachers. They want easy jobs.”
- “Business has nothing to do with gender: anyone who wants to do business can.”
- “When people say gender they mean doing more for girls.”
- “We have a person who is responsible for women.”

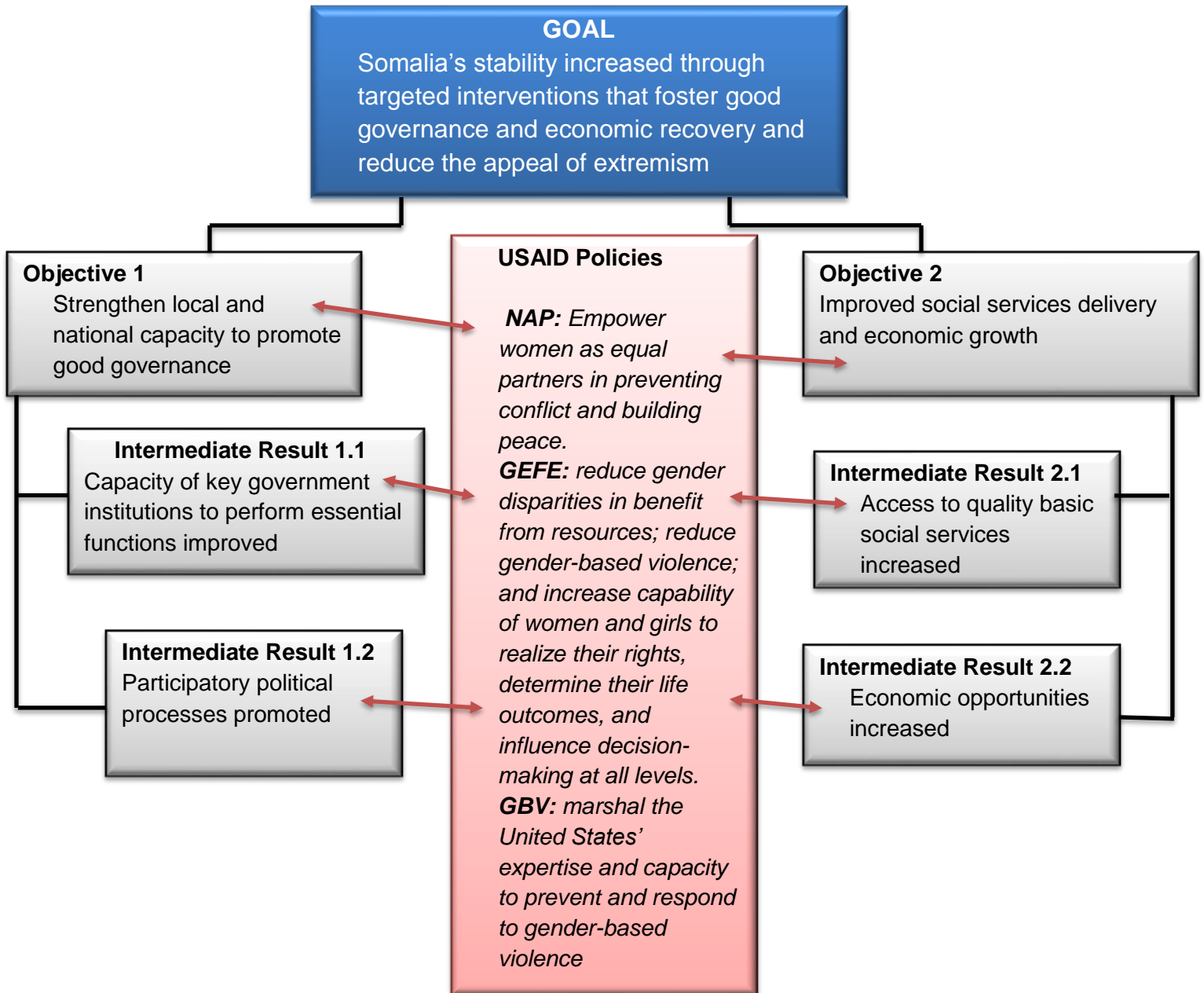
## **USAID/EA SOMALIA STRATEGIC FRAMEWORK**

The goal of the USAID/EA Somalia’s Strategic and Results Framework (illustrated below) is to reduce the appeal of extremism. The United States’ Gender Policies were established on the premise that gender equality and women’s inclusion are foundational to achieving the reduction of extremism. Key elements of the Strategic Framework refer to capacity, governance, opportunity, and access. Yet despite the extent of gender disparity in opportunity, representation, and access to resources in Somalia, the Strategic Framework neither acknowledges nor aligns with U.S. Gender Policies. For example, Intermediate Result (IR) 1.1 is *improved capacity of key government institutions to perform essential functions*. Yet evidence from the Assessment reveals that in fact there are few women in decision-making positions in

<sup>19</sup> Mia Bloom, Ph.D., *Bombshell: The Many Faces of Women Terrorists*, USAID/CMM Gender and Conflict Speaker Series, Washington, D.C., 2011.

key government institutions. IR 2.1 is to increase *access to quality basic social services*, yet the Assessment reveals that social services (health, protection, and education) do little to prevent and respond to gender-based violence, and are gender-inequitable in terms of decision-making. Objectives and IRs of the Strategic Framework require explicit alignment with Gender Policies. Without alignment, USAID-funded initiatives are likely to contribute to increasing gender disparities which and may continue to foster extremism.

# USAID/EA SOMALIA STRATEGIC FRAMEWORK



## INDICATORS

Existing initiatives appear to be designed in the absence of gender as a priority or consideration for USAID. Although a number of initiatives have recently adopted USAID Standard Gender Indicators for the Foreign Assistance Coordination and Tracking System (F indicators), the Assessment Team saw no indication that targets, program design and management have been modified as a result of these data being analyzed by USAID or IPs. While the indicators are highly applicable to measuring equality of access, opportunity and governance aspirations,<sup>20</sup> it is unknown whether indicator data are being systematically collected and how that information is, or will be, used to align activities with IRs and Objectives. It would appear as though this change to Monitoring and Evaluation systems has not yet reached IP managers and are not being implemented. For example, managers of an education initiative report that the only way they are able to determine effectiveness of girls' support and mentoring activities is through increased school enrollment. Yet the initiative has adopted GNDR3, *proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming*. Were this data to be collected, both USAID and IPs would have evidence of the extent to which activities contribute to keeping girls in school.

USAID-funded initiatives do provide sex-disaggregated data for indicators that track numbers of participants and beneficiaries. While the percentage of females as beneficiaries for some indicators is as high as 80% (non-formal education), the percentage of females for indicators that count participants in activities that build *capacity* and *agency* is 0-10% (for example, an indicator reporting on number of administrators and education sector officials trained with USG support). Admittedly, few women hold management and leadership positions within counterpart organizations. In order to align with USAID NAP and GEFE policies to influence decision-making at all levels, targets for equality could guide activity design to align with equality targets for objectives and IRs.

Most indicators currently used by USAID-funded activities focus primarily on outputs that measures how much is done (such as number of trainees and trainings) rather than how effective the activity has been in contributing to the theory of change upon which it is based. As effectiveness measures typically require before/after testing, baseline data collection and longitudinal studies, these indicators typically entail more time and money to measure than do output indicators.

The Assessment Team encountered few sources of quantitative data that could be used for F indicators. UN agencies appear to have the most organized and plausible data based on descriptions of data collection and the way in which data is presented. UNFPA and WHO report on health measures; UNICEF reports on education; and UNWomen and UNDP report on some measures of women's and human rights, as well as some demographic information (sources listed in the [List of Reports and Data Sources on Gender and Status of Women in Somalia](#)). Ministries claim to have some data although requests for the information resulted in referrals to Ministry web sites; explanations that data collection is incomplete; and promises that data would be sent. The Ministry of Education in Puntland claims that statistics are available via their web site although none could be found by the Assessment Team. The Ministry of Planning in Puntland reports that in June 2014 it will complete a Population Estimate Survey containing demographic information. Information on women-owned businesses is almost non-existent and sources reviewed reflect lack of clarity and purpose. The Ministry of Commerce in Somaliland

---

<sup>20</sup>USAID's How-To Note provides guidance on integrating GNDR indicators.  
[http://usaidlearninglab.org/sites/default/files/resource/files/How-To\\_Note\\_Gender\\_and\\_PPRs\\_2013\\_0719.pdf](http://usaidlearninglab.org/sites/default/files/resource/files/How-To_Note_Gender_and_PPRs_2013_0719.pdf)

reports that business registration data does not include male/female ownership, while the Chamber of Commerce reports female membership of “somewhere between 25 and 50 members.”

The impetus toward reporting big numbers and rapid impact works against the aspirations of gender equality. As one stakeholder explains, “Increasing gender equity in Somalia is all about changing attitudes and behavior, and that takes a long time.” He adds that the short-term and frequently one-off nature of many interventions fall short of the transformation required, observing that “even people who are highly motivated to change their attitudes and behavior take years to change.”

A final observation is that of how women and men are portrayed in publications and in media. A review of IP and counterpart publications and reports reveals a discrepancy in the frequency and manner in which women and men are portrayed. While men are depicted in productive and important positions of authority and decision-making, women are most often depicted in *reproductive*<sup>21</sup> roles as beneficiaries, in non-productive activities such as and singing/dancing, and in micro-productive roles selling vegetables.<sup>22</sup> While these images may reflect the current reality of the majority of women, media is often used in developing countries to drive change in perception and behavior, showing men and women in different roles that may become the new norm of perception.

## FINDINGS BY PROGRAM SECTOR

Key gender-based constraints are highlighted at the beginning of each program sector, while promising practices and key gaps in USAID programming are bulleted at the end of the narrative. The ensuing narrative weaves these issues together, in order to illustrate how development program resources both affect and are affected by gender disparities. In the absence of evidence of the efficacy of activity results or impact relative to gender equality, relatively little activity (whether USAID, other donor or local) in any of the sectors reviewed have sufficient evidence (either anecdotal or empirical) to be considered *promising*, although many point to opportunities to be explored. Specific recommendations, including opportunities to be explored, are contained in the **Recommendations** section.

### Peace and Security

#### Key Gender-based Constraints

- Gender norms maintain men’s formal role in conflict resolution and women’s role in the background as influencer.
- Even when women are included in public forums they tend to participate less actively than men.
- Traditional gender roles and social structures facilitate the process of men socializing to present representative views while social structures and women roles limit their time and socializing that are required to consolidate representational positions.

---

<sup>21</sup> **Reproductive roles** include childbearing/ rearing responsibilities and domestic roles usually performed by women who are required to reproduce and maintain the labour force. Although these roles are actually work, they are however differentiated from what is understood as ‘productive’ because performing these roles are not recognised as ‘work’. As such, work in this category is unpaid. These tasks are not reflected in any country’s GDP or GNP. **Productive roles** comprise work done by both women and men that generate income (in cash and/or in kind) and have an exchange value.

[http://www.apcwomen.org/gemkit/en/understanding\\_gem/genderanalysis.htm](http://www.apcwomen.org/gemkit/en/understanding_gem/genderanalysis.htm)

<sup>22</sup> An exception is a calendar produced by NDI that portrays women and men equally.

***Unless USAID initiatives take affirmative action to address constraints, Strategic Objective 1. Strengthen local and national capacity to promote good governance, will have disproportionate participation by and benefit to men.***

At the institutional level, Ministries dealing with issues of security are exclusively male domains. Men's role and status in the forefront of conflict resolution is recognized by one Ministry of Interior who pays clan elders a monthly stipend for conflict resolution. Yet women, widely considered by both men and women interviewees as having a role in conflict resolution, are neither formally recognized nor paid. Men's role in peace in Somalia is most often described as resolving conflict through transactions, typically exchanging money, livestock, or daughters as settlement. Women are most often described as mitigators, emissaries of peace, heading-off problems before they erupt.

**Community Planning and Decision Making**

A USAID-funded program has worked primarily with communities in vulnerable areas, initiating reconciliation and trust-building through participative community appraisal, planning, and infrastructure project management. The project attempts to engage members from all sectors of the community, including youth and "a minimum of 40% female participation." According to IP staff, active participation by females differs from community to community, ranging from reports that women dominate the meetings (rare) to women being present but not actively participating (more common). Based on interviews with community members and activity staff, three factors appear significant in more active participation of women in community meetings: 1) a physical meeting space in the community; 2) repeated interaction with international projects; and 3) female facilitators who actively solicit women's participation.

Unlike men, women do not have the luxury of time or places that are welcoming for casual socializing. Their time is spent in the home caring for family and when outside, taking care of business to address family needs for food, health, and income generation.<sup>23</sup> A physical meeting space close to home facilitates a way for women to gather, work through issues of concern, and consolidate a unified position. Through this process, women develop confidence<sup>24</sup> so that when they speak in public it is with the conviction that they are presenting the unified position of a group. Conversely, the natural rhythm of men's daily activities provide endless opportunities for such discourse at offices, work places, tea shops, street corners, and other public places. While some communities elect to construct "women's centers," a number of women emphasize the importance of a space that is not segregated, where men and women can interact together, such as a community center. While women express the need to have a place that is not overrun with men, they also express the desire to be integrated, part of the conversation, rather than sidelined.

Activities such as rehabilitating and constructing marketplaces (at which most vendors are women), maternity centers and women's centers are viewed as providing primary benefit to women (although men also benefit from food purchased at marketplaces and from family health). Unfortunately, existing activities stop short of building women's agency to manage maternity centers and marketplaces or to build their businesses to increase profit.

---

<sup>23</sup> This statement is based on comments by both men and women interviewed, as well as observed behavior of men and women's availability to meet with interviewers and references to their use of "free" time.

<sup>24</sup> The issue of physical space that is accessible and convenient to women was raised directly in interviews with IPs and El Wak community members; it was raised indirectly through interviews with a District Councilor in Somaliland and a District Commissioner in Mogadishu. The issue was further discussed with a representative of UNSOM who has observed similar behavior among female leaders and politicians. The accessibility of convenient physical space circles back to the issue of men and women's disposable time.



As international donors increasingly recognize women's part in security and require their participation, women's new role becomes legitimized within the community and over time the dynamic becomes a new norm. This organic move toward gender equality has enormous implications for security as research points to greater state security when democracy arises from within through enhanced gender equality.<sup>25</sup>

According to a member of the El Wak planning committee, the community's extensive experience with outside agencies has sensitized people to resource sharing and equal participation with the result of community acceptance. She observes that the planning committees changed the power relations in the communities because now "all members have the same information so elders and others cannot keep information to themselves or marginalize women or youth."

### Local Structures

While the existing USAID initiative was purposely designed as a rapid response with short duration to bolster community trust and relationship-building on the heels of liberation from al-Shabaab, the short-term nature could be missing opportunities to facilitate more lasting community structures (beyond the duration of planning committees) that are inclusive. Stakeholders interviewed report that local structures that include women and youth open more channels of communication for the community to inform authorities about security threats. Without women and youth representation as District Commissioners, District Councilors, and as members of Peace Committees,<sup>26</sup> many community members were too intimidated to raise issues directly with elders and authorities. Two females in District-level positions relate that their offices have become casual meeting places for youth and women to interact and discuss issues of interest and concern. The Somaliland youth group SONYO points out that "when women and youth are engaged in the community and have a voice, they are used less often as victims." In light of this, ensuring youth and women's meaningful roles in community affairs and facilitating spaces for women to convene and discuss community issues can contribute significantly to security.

A further impetus for women's involvement in local structures is that they are deeply involved in almost all critical areas under local government domain: water supply, small businesses, sanitation and stalls. As daily activities depend on these services, they are "more informed than men on social service issues," according to a male councilor interviewed in Hargeisa for a *Pillars of Peace* report.<sup>27</sup>

### Civil Registry

Activities are underway with the Ministry of Interior in Somaliland on a pilot project to develop a Civil Registry to record births, marriages, and deaths, including age, sex and location. This information could significantly contribute to an understanding of the physical and behavioral status of men and women, and how these factors change over time. This information could be valuable to USAID in program design.

### Promising Practices to Address Gender Constraints

- Physical spaces easily accessible to women for casual meeting and discussion of community issues.
- Requirement of women's participation in community decision-making.

---

<sup>25</sup> V. Hudson, op. cit., p. 92.

<sup>26</sup> The concept of Peace Committees is to reduce and prevent violence through inclusive representation in community decision-making and strengthening communication with government authorities.

<sup>27</sup> *Pillars of Peace, Democracy in Somaliland*, Academy for Peace and Development, Hargeisa, Somaliland, 2010

- Female facilitators who actively solicit women's participation in community decision-making.
- Inclusive representation of women and youth in more formalized community structures such as Peace Committees and District Councils/Commissions.

#### Key Gaps in USAID Programming

- Affirmative action to identify women within institutions dealing with stabilization (MoI, Security, and CSOs) to include in planning sessions, capacity building, and training.
- Facilitators who actively encourage equal participation of men and women and technical assistance to address confidence and skills to increase active participation
- Requirement for equal representation of men and women in community planning committees.
- Facilitation of planning committees to more permanent structures like Peace Committees (with equal representation of men and women) to formalize relationships with institutions dealing with stabilization.
- Leveraging the presence of large numbers of women in marketplaces and maternity centers to extend social services and support in building agency to manage facilities.
- Facilitation of physical space for women to congregate, discuss and unify positions on community issues.

### **Democracy and Governance**

#### Key Gender-based Constraints

- Representational and professional positions within Ministries are clan appointments and acknowledged to be "reserved" for men (with few exceptions).
- Even when women are in positions of decision-making they sometimes "give away" their power.
- Constitutions do not acknowledge or address cultural norms that discriminate against women.
- Lack of experience (of both men and women) in analyzing and drafting legislation limits potential to address gender-based disparities through revision of legal frameworks.
- Rural populations have little awareness of civic responsibility, thus limiting civic engagement that could prompt social change.
- Proposed and existing legislation supports GBV through FGM.

***Unless USAID initiatives take affirmative action to address constraints, both Strategic Objective 1. Strengthen local and national capacity to promote good governance, and Strategic Objective 2. Improved social services delivery, will have disproportionate participation by and benefit to men.***

#### Constitutions

Somalia's draft Federal Constitution (governing South Central Somalia and Puntland) is under review and is open to comment from the public. The Constitution offers no recognition of the different roles and status of men and women, nor inequities created by cultural norms and practices. IIDA Women's Development Organization has conducted a thorough gender analysis of the constitution that includes specific recommendations for language that addresses gender-based inequities. The extent to which women's rights advocates are aware of this review is unclear. Without exception, the top priority for female advocates, leaders and politicians interviewed is a Constitutional provision for a minimum quota for women in both political and staff government positions. Without the foundation of a legal framework, they believe they will

remain little more than a small show of tokenism in representational positions. In the meantime, civil society organizations lament their lack of technical skill to make a meaningful contribution and express fear that Parliament will stall the review until close to the deadline, sacrificing human and women's rights at the altar of expediency to meet an arbitrary deadline.

The Puntland Constitution (2009) specifies the "duty of the government to protect and promote the rights of women in consistence with Islamic religious norms; and that women have the same rights as men, save the distinctions made by God between the two sexes." This Article could serve to either narrow or widen gender inequality, and either solidify or dissolve gender stereotypes depending on who is interpreting "Islamic religious norms" and "distinctions made by God between the two sexes." Advocates in Puntland are actively lobbying for inclusion of a 30% quota for women, particularly as the newly-created Ministry of Constitution in Puntland has a female Minister. The Telewadag Movement, an informal collection of women leaders across Puntland, Somalia and Somaliland, is at the forefront of this effort. Female politicians and activists describe receiving support of male colleagues in meetings, but question how stalwart men's support is when they are surrounded by men who are not allies.

In Somaliland, the current president has been supportive of legislation to institute a minimum quota for women's representation in government however detractors claim that such an amendment is unconstitutional. Activists in Somaliland have employed a legal expert to conduct a constitutional review and are publicizing the findings that the bill is not in conflict with the constitution. According to stakeholders, the initiative has broad-based support of the Lower House of representatives, but is opposed by the Upper House of Elders (*gurti*). Activists in Somaliland are now taking a softer, slower approach to increase women's representation so as not to frighten objectors: they are proposing legislation with a 10% quota for women in Parliament and Cabinet positions and a 15% quota on local councils.

#### Gender Policies

The Federal Government of Somalia has a draft Gender Policy that was developed in 2013 with assistance of the African Mission in Somalia (AMISOM). UNWomen is working with the Ministry of Women to write an action plan and to build capacity for implementation of the policy. UNWomen's vision for the action plan includes mainstreaming gender throughout other Ministries however the Ministry of Women's vision is less clear.

A Gender Policy for Puntland was drafted in 2008 but has not been passed despite several attempts. Government officials indicate that the main obstacle for passing the policy is the use of the term "gender equality" in the draft. Puntland's Five Year Development Strategy created by the Ministry of Planning appears to be gender sensitive, although implementation thus far shows little evidence of that sensitivity.

Somaliland has a Gender Policy that was developed with support of UNDP. During interviews with stakeholders, this policy was never mentioned; there does not appear to be any initiative or budget to support policy implementation.

#### Violence Against Women

According to the World Health Organization, approximately 98% of women in Somalia undergo Female Genital Mutilation (FGM). Support for the practice of FGM from community members is a key barrier to its eradication. A recent study of 1,744 women between the ages of 15 and 49 in Puntland and Somaliland reveal 90% of respondents supporting the practice.<sup>28</sup> Despite the

---

<sup>28</sup> *Female Genital Mutilation/Cutting: Accelerating Change*, UNFPA. 2012.

obvious medical complications, debilitating and often deadly effects of FGM, field research conducted by the Somaliland Nurse and Midwives Association (SLNMA) and UNICEF reveals that approximately 25% of FGM is conducted by medical professionals: midwives, nurses and traditional birth attendants.

The anti-FGM effort in Somaliland is supported by the Parliamentary Health Caucus which has received technical assistance from a USAID-funded activity in drafting legislation. The legislation, which bans all forms of FGM, has wide support from the Upper House of Parliament, the Ministry of Religious Affairs, and Ministry of Labor and Social Affairs. However, advocates believe that the conservative-leaning Lower House (*gurta*) will oppose the legislation or require a concession for *sunna*, a less radical procedure yet one that is still contrary to international human rights standards. SLNMA reports that efforts for a total ban on FGM are eroded by media messages that promote the eradication only of *Pharaonic* FGM (a more radical form of the procedure). Somali women interviewed are dismayed at the prospect of *sunna* remaining legal yet are resigned that abolishing *Pharaonic* FGM is at least a step in the right direction.

Puntland's 2011 legislation bans *Pharaonic* but allows the *sunna* practice. According to the outgoing Deputy Minister of Health, progress toward awareness of both the law and its detriments to health has been minimal due to lack of funding. She cites particular challenges reaching populations in rural areas. Nonetheless, she reports that the judiciary has thus far been supportive as evidenced by a case in which parents and the practitioner are being prosecuted.

In Somaliland, the number of rape cases reported is on the rise. However, it is unknown whether the incidence of the crime is increasing or whether social systems and government mechanisms have resulted in a higher percentage of crimes being reported. Information is not available on case results. The Horizon Institute, a Somaliland NGO that deals with access to justice, cites the lack of systems and leadership in government structures as foundational issues in human rights violations. Prior to the rise of a state judiciary, the traditional justice system dealt swiftly and unequivocally with such violations by expelling rapists from the clan. Currently, victims must navigate between the formal judiciary and the clan system, neither of which offers justice for the victim. According to the Somali Women Development Centre (SWDC), a Mogadishu-based NGO, police regularly demand payment to register rape cases and deter victims by demanding payment for the cost of jailing the accused. Alternatively, clan elders pressure women toward an expedient resolution that minimizes the chance of clan conflict rather delivering justice for the victim. Resolution typically entails a financial transaction between clan elders.

In Mogadishu, human rights advocates describe a dramatic and sudden decrease in the number of rapes reported. They attribute this drop to the November 2013 imprisonment of both a rape victim and a journalist who reported on the rape. According to SWDC victims both human rights lawyers and journalists risk intimidation and imprisonment for reporting or even advocating for justice. Under these circumstances, the preference of traditional settlement mechanisms is understandable.

In Puntland, stakeholders interviewed did not express interest in discussing rape. The Women Lawyers' Association reported handling five rape cases (less than five percent of the cases they handled in 2013).

### Political Representation

While women have made small inroads into politics (primarily due to pressure from the international community), progress is small and slow. (Table 1 shows the number and percentages of men and women holding public office.)<sup>29</sup> Whether elected or appointed, political positions cost. Both men and women seeking political office do so with the financial and social support of the clan.<sup>30</sup> The cost varies depending on the position, with reports of up to \$100,000 required for a position in Mogadishu. When a clan finances a man there is no doubt that his loyalty rests with his birth clan; a woman's loyalty is considered split or unreliable, as it may rest with either her husband's clan or her family clan. Similar to campaign financing practices in the United States and elsewhere, campaign support is expected to be repaid with favors and patronage. Both men and women interviewed acknowledge that women are less inclined toward the system of favors and outright corruption than men, and when they do engage in these practices, it is typically on a smaller scale. Hence, women's aversion to patronage and corruption contributes to their absence in politics.

Male / Female Representation in Parliament					
Parliament	Total Parliamentarians	Women		Men	
Somaliland	82	1	1%	81	99%
Puntland	66	2	3%	64	97%
Somalia Federal Parliament	275	39	14%	236	86%

Male / Female Representation in Ministries					
Cabinet	Size of Cabinet	Women		Men	
Somaliland	45	4	8%	41	82%
Puntland	46	5	10%	41	90%
Somalia Federal Cabinet	55	4	7%	51	93%

**Table 1: Male/Female Representation in Government**

Some women hold Ministerial positions that have significant potential for effecting real change. In Puntland, a woman has been appointed to lead a new Ministry of Constitution, Democratization and Federalism. With experience in the UN system and in civil society, her first priority is to assemble a team of technical experts to analyze and revise the constitution. She is fully cognizant of the enormity of the task and technical expertise required, and welcomes international support. In Somaliland, the Minister of Environment is a woman who founded Candlelight, an NGO that works predominately in rural areas on issues of natural resource

<sup>29</sup> **Somaliland** has 26 Ministries, 6 State Ministries, 13 Deputy Ministries. Females hold Ministerial positions in the Ministry of Education, Ministry of Rural Development and Environment; females hold Deputy positions in the Ministry of Labor and Social Affairs and the Ministry of Health. **Puntland** has 18 Ministries, 19 Deputy Ministers and 9 State Ministers. Female cabinet members are in Ministries of Constitution, Federalism and Democracy; Women Affairs (2); and Health. **Somalia** Federal Cabinet has 25 Ministries, 25 Deputy Ministries and 5 State Ministries. Female cabinet members are in Ministries of Public Works and Reconstruction; Women and Human Rights; Finance; and Women and Human Rights.

<sup>30</sup> One exception was encountered with a female District Councilor in Somaliland whose immediate family provided financing.

management. The Minister is highly attuned to the relationship between resource scarcity and conflict, pointing out that women suffer consequences through their roles raising livestock and caring for family, while men suffer through the ensuing conflict. One of her priorities is engaging rural populations in resource sharing to mitigate conflict.

Women in political office in Puntland and Somalia attribute their success to “constant pressure” through advocacy (personal and public) on clan elders and male allies. Conversely, women in Somaliland attribute their success to their visibility and “proven” competence. The basis of women’s success in all locations is most likely a combination of both factors. Most females holding office in Somalia have entered politics through leadership positions in civil society organizations. The platform of civil society provides both a training ground and proving ground for women, as they learn to identify issues, develop strategy, and articulate their vision in public. Nonetheless, many female politicians and activists still lack sufficient polish in public speaking and lack the ability to transform a complaint into an issue with a coherent message.

Stakeholders point to the lack of technical capacity among both men and women politicians and civil society members to analyze and draft legislation. The absence of this technical capacity is acutely felt by female advocates who want the new Federal Constitution to address culture-based gender and human rights inequities. They fear that their lack of ability to analyze and recommend language will result in a constitution that continues to serve the clans but not the population. Although some training has been conducted, developing competence is a long-term proposition. Even with training, however, the revolving door of politicians points to the need for more institutionalized knowledge among professional-level technocrats.

The Puntland Women Lawyers Association was established by 23 young women who recently graduated from law school. Although they were unable to find jobs, they wanted to use and hone their newly-credentialed skills. They opened a legal-aid center offering free service to vulnerable populations. In 2013 they handled over 100 cases. They say that employers question women’s abilities as lawyers, but through their work experience, intend to demonstrate their capabilities.

Management and technical positions within Ministries and Parliament are occupied almost exclusively by men while women hold positions in finance and administration. Government offices openly explain that management positions are for men. The only Director General (DG) position occupied by a woman is in the Ministry of Finance in the Somalia Federal Government, and three women have recently been promoted to management (but not DG) positions in the Ministry of Health in Somaliland. The Ministries of Health in all three locations have the largest number of women working in technical positions. While data is not readily available on composition of staff by gender and position, stakeholders estimate that women hold 20%-30% of government jobs. In each region, a woman heads the Ministry that deals with women/gender/social affairs. The Ministries dealing with gender and women in Puntland and Somalia are recognized by most as donor-driven entities with virtually no budget and limited capacity to operate at a policy level. Instead, they function more like service-delivery NGOs, training women in tailoring and operating GBV support centers.

The prominent female politicians and activists interviewed across Somalia share the perception that the international and donor community favors men in high-level nation building consultations, particularly the smaller consultations conducted outside the country such as those held in London and Brussels last year. In addition to excluding representative viewpoints, the practice is contributing to the perception that the international community has abandoned its commitment to human rights and gender equality in Somalia. Activist Elmi observes that “Since United Nations Special Representatives to Somalia and the international community’s

ambassadors to Somalia have historically been men the message being sent is one that undermines local efforts to empower [women] and promote gender equality. That must change if a stable Somalia is the desired goal.”<sup>31</sup> While men may be more visible than women at high-levels, women’s participation is essential if true representation is desired.

While women are often absent from seats of power, it is also observed by both men and women that even when they have it, women frequently give their power away. This is evidenced by female politicians’ asking permission to meet and organize from men who do not have given authority over such activities. Perhaps the most dramatic example is with the 2013 Garowe Agreement, a covenant that outlines power sharing arrangements in the new Federal Government. During negotiations, it was agreed that a provision for a 30% minimum quota for women across government positions – Cabinet, Parliament, management positions within Ministries – would be included. Rather than insisting on formal codification of this provision, women at the negotiation trusted this provision to be honored. The 125 (male) clan elders with authority to elect Parliament did not honor the agreement. Interestingly, not a single stakeholder interviewed raised the issue that the authority for selecting Parliamentarians rests exclusively with men.

This phenomenon may be partially explained by another observation (by both men and women) of women at the political forefront in Somalia: they lack unity and often fail to defend their positions. This behavior may be traced to the same situation as that cited for women at the community level: unlike men, women have not built the social infrastructure that men have to casually confer, deliberate and hash-out unified positions on issues. When men politicians speak, they do so with the confidence that they are speaking on behalf of their clan and the many men they encounter at work, sitting in offices, restaurants, and other public places. When women speak, it is more often with the uncertainty of not knowing the position of others. UNSOM (through the Somali women Leadership Program), UNDP and IIDA recognize this behavior and are in the early stages of bringing women MPs and leaders in civil society together to work through issues so that they may speak with unity and conviction.

As men in Somalia are culturally “entitled” to political and government staff positions, their performance is typically not an issue. With so few women holding public office, female leaders often find themselves held to higher standards of performance than their male colleagues. They are frequently considered proxies of *all* women’s capability for success or failure. Even in more developed countries, the small number of women in politics often leads to commentary that generalizes the performance of one woman to all women, while each male politician is held accountable only for his individual behavior.

### Democratic Processes

Nascent moves toward democratization in Somalia present interesting opportunities that can either widen or narrow the gap in gender equality. As politics has been an almost exclusively male domain, it is likely that fewer women than men candidates have polished political skills in converting an issue from complaint into strategy that can effect change; consistent messaging; and professional representation. This was evidenced at a press conference held by the Telewadag Movement in Puntland on January 31, 2014, during which speakers were selected spontaneously, speakers argued for women’s quotas ranging from 30% to 60%, and speeches sometimes devolved to litanies of complaints against men. The very small number of credible

---

<sup>31</sup> U.S. News and World Report, *Finding Hope in Somalia*, April 2013. <http://www.usnews.com/opinion/blogs/world-report/2013/08/20/women-provide-hope-in-somalia-despite-al-shabaab-terrorists>



female candidates could result in USAID projects supporting political party development working primarily with men.

According to one female political party representative, political parties in Somaliland are simply “modernizing” the clan system. In order to leverage the system, she is passionate about the need to educate women and youth (particularly in rural areas) that their voice counts and that they have a meaningful role in change. This notion is reinforced by a female Parliamentarian who says that there is a critical need to raise awareness among women and youth’s obligation to make issue-based decisions rather than to vote along clan lines. She believes that she received more votes from men than women simply because men were better informed. One explanation for lack of strong involvement in the electoral process is that the Somaliland electorate has little understanding of their political and civil rights. As one youth leader explains, “We said that we have adopted a democratic system of governance, yet the core concept of democracy has not been either implemented or understood.”<sup>32</sup> Devising effective nationwide civic education to ensure that the electorate understands their basic rights and how to vote requires a dedicated, long-term effort. Potential gender issues are anticipated at the points of voter registration (if instituted), voter education, and poll staffing, particularly in rural areas. According to election observers in Somaliland, voter turnout in the last election was 80% female, with some women voting numerous times in different locations by wiping off telltale voter ink.

#### Promising Practices to Address Gender Constraints

- Women entering politics through demonstrated leadership ability in civil society.
- Women’s persistent and intensive advocacy efforts to gain representational positions.
- Technical Assistance to the Health Political Caucus in drafting legislation.
- Anti-FGM legislation supported by awareness of health risks, delinking the practice from Islam, and inclusion of men as spokespeople and message recipients.

#### Key Gaps in USAID Programming

- Female-focused technical assistance grooming female politicians and CSO leaders.
- Affirmative action to ensure that high-level planning, conferences, nation-building projects, and policy-making activities have representation by an equal number of men and women.
- Technical assistance and implementation support to government institutions for activities that deal with democratization, gender equity and GBV. (one-off support to Health Caucus acknowledged)
- Technical assistance and implementation support to CSOs that advocate for democratization, human rights, and anti-FGM.
- Broad-based promotion of civic education (beyond youth groups).

### **Youth and Education**

#### Key Gender-based Constraints

- Discriminatory practices discourage women from teaching yet men believe women do not want to teach because pay is low and work is hard.
- Physical facilities, social environment, lack of female role models, and limited vision for females’ use of education discourage girls and families from girls attending school.
- TVET options facilitate men’s employment but require women’s self-employment, often without funds to start businesses.

---

<sup>32</sup> *Democracy in Somaliland*. op. cit., p.18.

- Parents and teachers perpetuate rigid gender roles; few models exist to promote alternative ways of thinking and behaving.

***Unless USAID initiatives take affirmative action to address constraints, Intermediate Result 1.1. Capacity of key government institutions to perform essential functions improved, will have disproportionate participation by and benefit to men, and Intermediate Result 2.1. Access to quality basic social services increased, will have limited and unequal benefit to males and females.***

### Students

Although boys and girls have relative parity in enrollment in primary schools, the ratio drops dramatically at secondary school level where girls' enrollment is an average of 30%. The reasons for the dramatic decline in female enrollment are so numerous that it is almost surprising to see any female students in secondary school: early marriage, poor environment for girls, and poor cost/benefit as girls are unlikely to gain income through education. The onset of puberty and the subsequent increased need for privacy in toilets is a significant reason for girls dropping out of school, yet most schools lack separate facilities for girls and boys. As a result, females stay home. At the same time, female teachers and students express that boys' aggressive behavior is intimidating. If a family has limited resources, a simple cost/benefit analysis could influence them to save their resources, as income prospects for young women are extremely limited. A better financial and culturally appropriate option for families is to marry-off the daughter.

A USAID-funded activity has initiated Girls Forums and Women's Committees to provide mentoring that helps girls develop confidence through peer support and role models. While the focus is entirely on girls, boys and men who are equal stakeholders in gender equality are excluded. In order to break the cycle of socialization that perpetuates rigid gender roles and inequality, activities could be extended to teach both boys and girls, women and men, approaches to interacting in mutually supportive ways, thus liberating both sexes to interact with respect and normalize gender relations. Valerie Hudson, a renowned expert on gender and security, believes that in societies with significant gender disparity, young men and women need to be provided with new options for patterns of thinking and behaving.<sup>33</sup> Challenging traditional patterns of thinking and behaving has some precedence in Somalia, as evidenced in *The Management of Maturation Project* at the Galkayo Education Centre for Peace and Development (GECPD). The project engages classes of girls and boys to discuss physiological changes in puberty, how education can help them and their families, and to openly discuss the value of staying in school.<sup>34</sup>

***"Women are custodians of the culture. It is their choice as mothers how their children are socialized."***

### Teachers and School Administration

A clear correlation exists between the presence of female principals and teachers, and girls' enrollment and performance in school. In Somalia, the percentage of female teachers in primary schools is estimated at 10-15%, dropping to 1-2% in secondary schools,<sup>35</sup> the number of female principals is even lower. According to male staff interviewed at the Ministry of Education and

<sup>33</sup> V. Hudson, op. cit., p 180-185.

<sup>34</sup> Mike Pflanz, *Gender Equality Classes Help Somali Teenage Girls Stay in School*, 2011.

[http://www.unicef.org/infobycountry/somalia\\_58112.html](http://www.unicef.org/infobycountry/somalia_58112.html)

<sup>35</sup> Ministry of Education staff quote a wide variety of percentages of female teachers and students, contradicting their own printed statistics and quoting contradictory statistics within one conversation.

male staff of a USAID-funded initiative, “women do not want to be teachers.” Yet female teachers cite the lack of women’s toilets, aggressive behavior of boys, and non-accommodation for maternity leave as factors that lead to women leaving the teaching profession. Female teachers claim that when they graduate from training, they sometimes wait for up to a year for a teaching assignment or are assigned to a location far from home.

A USAID-funded activity reports significant challenges in recruiting female teachers for teacher training in Puntland, citing insufficient applicants to meet the qualifications; however, the Gender Technical Advisor at the Ministry of Education believes that gender-sensitive recruitment approaches would increase applicants. She also emphasizes that in terms of girls’ attendance and performance, gender sensitivity among teachers is just as important as whether teachers are male or female. In Somaliland, the USAID-funded activity conducted gender sensitivity training only for female teachers, a program that male teachers claim would also be useful for them.

#### Ministries of Education

The Ministries of Education in Puntland and Somalia have Education Acts that are intended to increase both equity and quality of education. The Education Acts were drafted by Somali diaspora Gender Technical Advisors in response to the dramatic gender inequities they witnessed, including firing teachers when they get pregnant. As described, the Education Acts in Puntland and Somalia contain provisions for on-going training for teachers and school administrators to increase gender sensitivity, and establish codes of conduct and physical spaces that are appropriate and equitable and human resource policies aimed at retention of female teachers. In both locations, policy implementation is stalled due to lack of funding.

#### TVET

All entrants to the USAID-funded TVET programs are given the choice of skills to study: tailoring, tie dying, beautician skills, computer, office skills, mechanical, engineering, and construction. Students invariably choose along gender-stereotype lines with women entering occupations that have low financial return, can be done from home, and are dependent upon buyers with disposable income. Numerous stakeholders interviewed observe that although donor projects have trained thousands of women in tailoring and tie dyeing, it is virtually impossible to find a female tailor. It is believed that most female graduates use their skills at home rather than commercially. Female tailoring and beautician students anticipate earning \$50-\$100 per month by starting their own business however they do not have financial resources to start a business. Their skills are not ones that employers hire.

Male TVET students study trades in which they anticipate earning \$200-\$300 per month in the employment of a construction firm or the government. The nature of these short-term courses teach only the most basic skills; construction companies report that it is impossible to find Somalis with proficiency in trades. Instead, they import labor from Ethiopia and Kenya for building projects. Data is not available on employment and income subsequent to training.

Neither males nor females choose office administration or computer skills. Considering the very low socio-economic status of the students, it is surmised that they do not choose these skills because the way in which they would use the skills is literally beyond their imaginations.

#### Youth Leadership Development

Youth leadership groups interviewed report equal representation of males and females. The group interviewed in Mogadishu reports some success in challenging traditional gender roles at home, primarily by prompting boys to help with domestic chores while girls study.

The primary activity of the youth groups interviewed is conducting community volunteer activities such as trash clean-up. While the activity provides young people with an opportunity to develop organizational and interpersonal skills, it stops short of its potential to effect real change in two important ways: 1) laying a foundation for socializing the next generation of children; and 2) shepherding young people into more formalized positions in the workforce and in the community.

It is worth noting that while the Youth Leadership groups interviewed are approximately 50% male and 50% female, youth activists and youth in politics are almost exclusively male. While Somali society has opened some space for young men in politics and in government positions, young women are noticeably absent. The absence of young women in this arena is most likely the result of Somali culture firmly fixing women first and foremost in a reproductive role. As one (male) stakeholder observed, “a woman’s productivity decreases with every child she has.” Both USAID (male) IP staff and (male) counterparts alike express the opinion that women are a poor hiring choice because they leave work to have children.

#### Promising Practices to Address Gender Constraints

- Increasing the number of female teachers in secondary schools.
- Providing separate toilet facilities in secondary schools. (highly likely although data lacking)
- Providing youth with alternative options for thinking and behaving as a multiplier effect with their families.

#### Key Gaps in USAID Programming

- Support for implementation of gender-sensitive policies at Ministry and school level.
- Understanding of root causes of female teacher attrition and challenges recruiting women for teacher training.
- Mentoring programs for boys and gender sensitization for male and female teachers. (acknowledged that female teachers trained in Somaliland)
- Graduated support to facilitate youth leaders move into more formal leadership roles.
- Linkage with employers to train in skills and proficiency level *based on employer needs*.
- Support for equipment and start-up funding for skills that require self-employment.
- TVET skills in rural areas that can have equal participation of males and females.

### **Economic Growth**

#### Key Gender-based Constraints

- Women’s entrepreneurship limited due to risk-aversion and lack of access to clan-based financing.
- Economic opportunities are typically promoted through information channels that women do not use.
- Some employers do not hire women; employers who do hire women typically hire them into administrative rather than professional positions.
- Young women exhibit self-limiting behavior attributed to low confidence.

***Unless USAID initiatives take affirmative action to address constraints, Intermediate Result 2.2. Economic opportunities increased, will have disproportionate participation by and benefit to men.***

## Entrepreneurship

The backbone of economic growth is entrepreneurship, an endeavor that requires vision, access to capital, and an appetite for risk. The workforce in Somalia is characterized by an estimated 60% of women working in micro-level subsistence trading activities in the informal economy, and men working as public and private sector employees and as business owners. With higher levels of education and more exposure to the business world, men tend to start with a business vision and pool their financial resources with others. Conversely, the vast majority of women enter the workforce as a financial imperative to meet essential family needs of food, health, and education. Stakeholders agree that the majority of these women lack the aspiration, resources, and technical skill to move beyond a livelihoods approach to commerce.

Some women do have small to medium-sized businesses, typically engaging in import/export and gold. The Chamber of Commerce in Puntland reports that 12% of its 350 members are women. The Somaliland Chamber of Commerce reports that 1%-3% of its 1,800 members are women. The Chambers are unable to provide further information on the differences between men and women-owned businesses other than the observation that women-owned businesses are smaller.

***“The language and channels of communication used by donors is not the language of women.” Fatima Jabril, activist and environmentalist***

Women have more options than men in their access to micro credit (generally \$150 - \$700) as many microfinance institutions favor female clients for their more reliable repayment history. Stakeholders would not respond to inquiries regarding men's interest in micro-business start-up and increasing availability of micro credit for men. Men's business is typically clan-financed. Little is available in the way of commercial credit to either men or women. Both men and women have received funding through a USAID-funded activity and through the Somaliland Business Fund (SBF)<sup>36</sup> which offer matching grants for business expansion and start-up. The USAID-funded initiative awarded three of eleven (27%) of its commercial grants to women-owned businesses and SBF awarded seven of 59 grants (12%) to women-owned businesses.<sup>37</sup> Neither organization tracks gender-disaggregated data on applications received.

While these mechanisms for funding are gender blind, other factors may limit women's participation, such as the ways in which opportunities are publicized, differences in risk tolerance, and absence in certain sectors targeted by donors such as energy and extractive industries.

Information seeking and processing behavior differs dramatically between men and women in Somalia. Most organizations publicize notices through newspapers, on physical boards in public places, through web sites and on radio. According to stakeholders, men regularly seek out newspapers and pass by public notice boards; women do not. While both men and women have access to internet, men are advised by their colleagues working in organizations about opportunities that are posted; without knowledge of the posting, women are not prompted to visit the web site in the way that men are. While both men and women listen to radio, stakeholders report that some stations are more popular with men than with women. Even when women are exposed to information about opportunities, they are conditioned to assume the opportunities are for men and do not bother to pursue them. Nonetheless, some female university graduates are participating in business plan competitions (although male/female percentages are not

<sup>36</sup> SBF is financed through a World Bank Multi-Donor Trust Fund with contributions from the Danish International Development Agency (DANIDA), the UK Department for International Development (DfID) and the World Bank State and Peace-building Fund (SPF).

<sup>37</sup> <http://somalilandbusinessfund.com/index.php/grantees>

available). According to some observers however the predominance of male judges discriminates against women.

While entrepreneurship demands an appetite for risk, research shows that women are more risk-averse than men, thus reducing their propensity to borrow money to start and expand businesses.<sup>38</sup> In an attempt to dissipate risk, Somali women are increasingly pooling resources for non-traditional entrepreneurial ventures. A number of stakeholders, including Fatima Jabril, (an environmentalist, activist and founder of the NGO ADESO), Candlelight and Amoud University, believe that promotion and support of this cooperative business model is the best way to foster women's entrance into entrepreneurship. Jabril promotes an approach that stimulates women to cooperatively start socially responsible businesses that are both needed and inherently appealing to women such as private healthcare facilities, schools, solar energy and food processing businesses. In Somaliland, Asli Grinding Mills, the commercial arm of the NGO Candlelight, is taking a trade-based approach to social change and environmental protection. While it directly employs only 12 people, the company is a source of sustainable income for over 70 men and women pastoralists who collect henna, moringa, and other natural resources for sale domestically and overseas.<sup>39</sup> Candlelight has also recently completed a pilot project for beekeeping, noting the participation of both men and women and the potential to educate pastoralist populations on resource sharing. Candlelight cautions that with so much focus on women, donor programs should not lose sight of the need to engage men as well.

***“If donors are serious about male/female participation as 50/50, they have to mandate it. If they mandate it and consider time and budget implications it will happen. But if they do not mandate it, it will never happen.”***  
Shaqodoon NGO/Employment Center

The area of agriculture appears to offer equitable yet different opportunities for both men and women. While farmers are predominately male, produce vendors are predominately female. A USAID-funded initiative worked with male farmers to cultivate varieties and worked with female vendors to improve their business skills, literacy and numeracy. The initiative conducted this work through Amoud University's eight extension agents – four men and four women. Interestingly, all extension agents report that farmers placed more trust and credibility with the female extension workers than they did with the male extension workers.

### Employment

Both public and private sector employment favors men over women. Most private sector firms are owned by men and (particularly in Somaliland) do not hire women. Regardless of credentials, when women are hired it is typically into positions of administration and finance. While a few women are hired into technical positions in the public sector, there are virtually none in decision-making positions which are reserved for men as clan patronage.

The limitations placed on women by prospective employers are often compounded by women's self-limiting behavior. In Somaliland, university instructors, a job placement center, and employers all comment on young women's shyness to the extent that it precludes their employment.<sup>40</sup> These stakeholders give the example that young women frequently cover their face when speaking. The employment center reports fewer female applicants than males,

<sup>38</sup> Nelli Oster, Ph.D. *Men vs. Women: Risk Aversion*. 2013. <http://www.blackrockblog.com/2013/11/06/men-women-risk-aversion/>

<sup>39</sup> Somaliland Web. 2004. <http://somalilandweb.blogdrive.com/archive/141.html>

<sup>40</sup> While this situation may also be present in Puntland and Somalia, Somaliland was the only location in which university instructors and an employment center were interviewed.



attributing it to the differing ways in which men and women seek information. The job placement center also notes that women are discouraged from applying for positions because they do not meet *all* the requirements listed, while men are not discouraged by qualifications they do not possess.<sup>41</sup> The placement center believes that professional-level certifications such as in accounting and ICT could level the playing field.

Internships supported by international programs including USAID and UNDP have helped to get young people hired into Ministries, but stakeholders report that when interns are hired, the women are placed in administrative positions while men are placed in technical positions. Agencies report that approximately 75% of interns are men.

#### Promising Practices to Address Gender Constraints

- Cooperative business models that mitigate risk.
- Agriculture and natural resource-based businesses.

#### Key Gaps in USAID Programming

- Affirmative action to identify women-owned businesses to include in grant and technical assistance opportunities and activities.
- Requirement for equal participation of men and women in grants, job training, internships, business plan competition, and capacity building, and provision of STTA.
- Promotion of agriculture and natural resource-based industries and expansion through co-op approach.
- Mid-level financing with equal participation of women and men university graduates for start-up and expansion of innovative businesses.
- Understanding of how to recruit women.
- Female-focused initiative to help female university students build confidence.

## Health

#### Key Gender-based Constraints

- Lack of women in decision-making positions within Ministries of Health, perpetuated by the cultural practice of these positions being clan-based appointments “reserved” for men.
- Men control women’s access to health, yet are not recipients of health education initiatives.
- Legislative framework allows GBV via FGM.

***Unless USAID initiatives take affirmative action to address constraints, Intermediate Result 1.1. Capacity of key government institutions to perform essential functions improved, will have disproportionate participation by and benefit to men, and Objective 2. Improved social services delivery, will have limited and unequal benefit to both men and women.***

#### Health System Strengthening

Health priorities across regions focus on strengthening health systems and delivering health services to improve maternal and child health and nutrition. Both Ministry officials and some IPs

---

<sup>41</sup> The phenomenon of women not applying for positions because they do not meet all requirements is a global phenomenon documented in *Lean In*, the 2013 book by Sheryl Sandberg, and in the Gender Analysis of the POWER project conducted for USAID Afghanistan in 2012.



express that there is no gender issue in the health sector because all activities are woman-focused.

Due to the dearth of women in management positions within the health system, management and leadership capacity building has almost exclusively benefitted men. Somaliland has recently seen a shift in management at the Ministry of Health, where women have been appointed into three of the six management-level positions. According to the female Director of Planning, the working environment within the Ministry has changed dramatically and that the female cohort of women in management provides the critical mass to influence high-level policy and decision-making.

Despite a focus on maternal health, the USAID-funded activity training health care workers included only men. IP staff claim that it cannot find women sufficiently qualified to train, and that the Ministries of Health insist on training males. Nonetheless, the same staff cite a project funded by GAVI that is training 200 female healthcare workers. The USAID initiative is also planning to establish community committees to monitor healthcare facilities, an activity that has thus far not formally entertained women's inclusion as monitors.

#### Awareness and Education

Communications activities are intended to increase awareness of maternal and reproductive health, nutrition, and FGM among women. Yet Somali men frequently control women's access to healthcare, making decisions about transportation, use of financial resources, and approving the type of treatment provided. In Somaliland, C-sections are now available at no cost; nonetheless, women's lives are still lost as a male family member must approve the procedure. Targeting only women is not only gender inequitable, but it overlooks an opportunity to further improve maternal and child health outcomes. SLNMA reports an increase in the number of men entering the nursing profession, thus offering an additional entry point for educating men to improve health outcomes for the entire family.

According to stakeholders, women take girls to have FGM performed, but male family members can overrule the decision. A small component of the USAID activity includes FGM awareness. Puntland and Somaliland have actively engaged both women and elders through forums and use male and female spokespersons in media. A manager in the Somaliland Ministry of Health says that men's involvement in anti-FGM awareness legitimized the issue. If men are more aware of the physiological issues in FGM, reproductive and maternal health, it is likely that they will make better decisions relative to family health to improve health outcomes. According to Puntland's outgoing Deputy Health Minister, the biggest challenge with FGM is reaching rural areas that have less exposure to media, are more costly to reach with social mobilization, and slower to change. While a legal framework for FGM is critical, she considers awareness of the health risks and delinking FGM from Islam every bit as important.

#### Promising Practices to Address Gender Constraints

- Anti-FGM legislation supported by awareness of health dangers, delinking the practice from Islam, and inclusion of men as spokespeople and message recipients.

#### Key Gaps in USAID Programming

- Affirmative action to ensure women included in capacity building for management and leadership within Ministries of Health.
- Health awareness including men as recipients.
- FGM awareness in rural areas, messaging on health risks and delinking from Islam.

## Combatting Violent Extremism

### Key Gender-based Constraints

- Limited civic engagement of women.
- Lack of women's representation in formalized roles in community structures and in peace-building.
- Socialization that perpetuates gender inequality.
- Little knowledge of best practices and empirical evidence to understand gender dimensions.

***Unless USAID initiatives take affirmative action to address constraints, Intermediate Result 1.2 Participatory political processes promoted, will have disproportionate participation by and benefit to men.***

The issue of combatting violent extremism is a topic that stakeholders discuss obliquely: when asked to identify approaches that work or what support could be given, stakeholders invariably respond with a need for education and job creation, while a few point to the need for civic education. When questioned about whether these efforts should focus on males or females, interviewees responded that all children should be educated and all people should have benefit of civic education, while some respondents believe that job creation should focus on men. One interviewee from the Africa Initiative for Women in Africa claims to have conducted research on al-Shabaab defectors; when questioned about the findings, the interviewee directed the Assessment Team to the organization's web site. Follow-up research resulted in an expired domain for the web site; subsequent attempts to acquire information directly from the interviewee were unsuccessful.

Reasons for interviewees' indirect discussion of violent extremism could be attributed to a number of reasons that include the following:

- Short duration of interviews did not provide sufficient time to build trust for discussing a topic of a sensitive nature;
- Interviewees considered meetings as a time to promote their activities and interests in order to attract funding;
- Interviewees were located in urban areas and had little direct involvement with violent extremism;
- Interviewees did not have a sufficient understanding of causal relationships prompting violent extremism.

Despite this, the pivotal role of women in security is recognized. An NGO that conducted research on defectors from al-Shabaab says that mothers are the first to observe changes in their children's behavior. Asha Elmi, a well-known peace activist, observes that a mother loses all influence with her child when she is unable to provide for their basic needs. "Considering that Somali kids are being recruited by al-Shabaab for as little as a gift of a cell phone, a mother's ability to put food on the table is priceless." Foreign policy commentator Michael Shank believes that the necessary long-term work is in conflict mitigation and violence prevention using mechanisms such as Peace Committees (referenced in the Peace and Security section) that are capable of dealing with conflicts before they turn violent.<sup>42</sup>

---

<sup>42</sup> U.S. News and World Report, *Finding Hope in Somalia*, April 2013.  
<http://www.usnews.com/opinion/blogs/world-report/2013/08/20/women-provide-hope-in-somalia-despite-al-shabaab-terrorists>

Extensive empirical research presented in *Sex and World Peace* links security of women (which requires their empowerment) with security of states, and identifies three specific steps of change that must be addressed in order to affect change:

1. Create and enforce laws that reclassify notions of violence against women as dysfunctional;
2. Provide new patterns of thinking and acting that are more likely to keep gender conflicts from arising; and
3. Help people to internalize gender equity principles that are the basis of peaceful interaction.<sup>43</sup>

Both collective wisdom and literature reviewed point to engagement of both men and women as a road to increased peace and security. Indeed, NAP Objective 2, *Promote Women's Participation in Peace Processes and Decision-Making*, and Objective 3, *Protect Women and Girls from Violence, Exploitation, and Abuse*, and Objective 4, *Engage Women in Conflict Prevention* validate this. Yet beyond more inclusive engagement and efforts toward equality, little is available in the way of best practices on an activity level. While stakeholders interviewed point to women's formalized roles on Peace Committees and in local government structures as opening channels of communication to report security threats, deriving empirical evidence to support activity-level efficacy requires carefully thought-out monitoring and evaluation processes that are both practical and deliver meaningful data.

A report entitled *A Decade Lost* describes the failure to consider gender dimensions within United States' initiatives to combat extremism, acknowledging the challenges in measuring whether development activities actually work to counter extremism, identifying impediments such as "the absence of clear goals of particular projects (such as whether this is to reduce the general enabling environment for terrorism or tackle recruitment more directly); the disproportionate reliance on output rather than outcome indicators; the inherent difficulties in measuring a negative (i.e., that something did not occur); and the need to collect "perception" data or qualitative data to measure attitudinal changes and the difficulty in so doing."<sup>44</sup>

#### Promising Practices to Address Gender Constraints

- Equal and active participation of women in community decision-making.
- Female facilitators who actively solicit women's participation in community decision-making.
- Inclusive representation of women and youth in formalized community structures such as Peace Committees and District Councils/Commissions.

#### Key Gaps in USAID Programming

- Understanding gender issues in combatting violent extremism.
- Facilitation of transition of planning committees (with equal representation of men and women) to more permanent structures like Peace Committees.

## **FINDINGS BY REGION**

---

<sup>43</sup> V. Hudson, *Sex and World Peace*, op. cit., p. 180.

<sup>44</sup> Center for Human Rights and Global Justice, *A Decade Lost: Locating Gender in U.S. Counter-Terrorism*, New York: NYU School of Law, 2011, p. 45

During interviews with stakeholders, women in Mogadishu and Puntland were aggressive in stating their rightful place in the government, pushing for a minimum 30% quota for women in government, and attributing their success to “constant pressure” on clan elders and officials. Conversely, women in Somaliland were adamant that they had to tread slowly and softly, as evidenced by their proposition for a quota of 10%-15% for women. Observation of Somaliland women as somewhat more reticent than women in Somalia and Puntland is corroborated by a *UNWomen Baseline Survey* conducted in 2012. Compared to Somalia and Somaliland, women in Puntland have the highest percent of divorce, university education, group membership, and income, characteristics that could be easily equated with choice and agency. (Table 2 provides a summary of the survey data)

While it appears that regional differences exist, it is also anticipated that differences exist between urban and rural populations (with the exception of telephone interviews with El Wak, all interviews were conducted in urban areas). The limited duration of the Assessment Team in each location did not provide insight into specifics on how sectors and activities might address these differences. Activity-level design should anticipate differences and conduct analysis to explore this more fully.

<b>Socio-demographic Characteristics of Women</b>			
<b>Characteristics</b>	<b>Somaliland (n=421)</b>	<b>Puntland (n=443)</b>	<b>South Central (n=421)</b>
Mean age in years	33.7	32.1	35.2
Marital status (%)			
<i>Married</i>	52.0	46.5	73.9
<i>Single</i>	34.9	27.3	6.7
<i>Divorced</i>	5.9	16.7	4.8
Highest level of education (%)			
<i>Secondary school</i>	19.2	18.7	12.6
<i>Tertiary education (diploma or certificate level)</i>	2.9	6.1	3.8
<i>University level education</i>	6.7	11.5	6.4
Group membership (%)			
<i>Women group</i>	4.1	11.6	10.0
<i>Political group</i>	7.2	12.3	4.8
Household mean monthly income (SoShs)	2,573,100	6,215,500	2,227,900
Attending peace building meetings but not contributing	12.8	18.2	10.7
Attending peace building meetings and contributing	8.3	14.3	19.5
Drafting of the peace building agreements/protocols	1.7	5.0	3.3
Effectively influencing peace building	10.0	19.3	22.8

**Table 2: Regional Differences in Women in South Central Somalia, Puntland and Somaliland**

Source: UNWomen Country Programme Baseline Report 2012

# RECOMMENDATIONS

Each recommendation is accompanied by an indication of which USAID Gender Policy, USAID Strategic/Results Indicator, and USAID Gender Indicator are relevant.

## USAID Gender Policies

1. **National Action Plan on Women, Peace and Security (NAP)**<sup>45</sup>: Empower half the world's population to act as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity.
2. **Gender Equality and Female Empowerment Policy (GEFE)**<sup>46</sup>: Reduce gender disparities in benefit from resources; reduce gender-based violence; and increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making at all levels.
3. **United States Strategy to Prevent and Respond to Gender-based Violence Globally (GBV)**<sup>47</sup>: Marshal the United States' expertise and capacity to prevent and respond to gender-based violence globally.

## USAID Gender Indicators

**GNDR-1** Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level

**GNDR-2** Proportion of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).

**GNDR-3** Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming

**GNDR-4** Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities

**GNDR-5** Number of laws, policies or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national or local level

**GNDR-6** Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)

**GNDR-7** Percentage of target population that views Gender-Based Violence (GBV) as less acceptable after participating in or being exposed to USG programming

**\*1.3-9** Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities.

**\*1.6-6** Number of local women participating in a substantive role or position in a peace building process supported with USG assistance

## USAID/EA Somalia Strategic and Results Framework

<sup>45</sup> <http://www.usaid.gov/news-information/fact-sheets/usaid-implementation-us-national-action-plan-women-peace-and-security>

<sup>46</sup> <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

<sup>47</sup> [http://pdf.usaid.gov/pdf\\_docs/PDACT888.pdf](http://pdf.usaid.gov/pdf_docs/PDACT888.pdf)

**GOAL:** Somalia's stability increased through targeted interventions that foster good governance and economic recovery and reduce the appeal of extremism

**Strategic Objective (SO) 1:** Strengthen local and national capacity to promote good governance

**Intermediate Result (IR) 1.1:** Capacity of key government institutions to perform essential functions improved

**Intermediate Result (IR) 1.2:** Participatory political processes promoted

**Strategic Objective (SO) 2:** Improved social services delivery and economic growth

**Intermediate Result (IR) 2.1:** Access to quality basic social services increased

**Intermediate Result (IR) 2.2:** Economic opportunities increased

## **GENDER WITHIN USAID AND ACROSS PROGRAMS**

As illustrated by the findings of this assessment, gender inequality is clearly an issue in Somalia. As such, the *USAID Policy on Gender Equality and Female Empowerment* requires that gender equity be reflected in project design, procurement processes, performance indicators and project evaluations.<sup>48</sup> The *USAID Automated Directives System (ADS) 205* requires that USAID personnel take "basic training on gender equality and female empowerment."<sup>49</sup> While USAID's online training course, "Gender 101," is intended to fulfill this requirement, the depth of misunderstanding regarding "gender" revealed through this Assessment demands a more proactive, practice-based approach that will assist USAID personnel and IP staff to apply gender sensitive approaches in their daily work.

### **Conduct Activity-Level Gender Analyses**

New procurements should undertake activity-level gender analyses. The analysis should be included in the procurement document so that bidders can address gender-based disparities in their proposals. The procurement should require gender equity at all levels from staffing through activity design and implementation. USAID must be cognizant that ensuring gender equity is likely to require additional time for front-end planning and outreach to the population whose gender role or status renders them less visible or accessible to the project. USAID will also need to allow a certain amount of flexibility to modify the project design to deliver equitable benefit if inequities become apparent during the course of implementation. Procurement selection criteria and scoring should include gender considerations and specifics on how the project will address gender inequities (rather than simply adding on female-focused activities).

Existing projects with more than one year remaining should conduct a consultative gender analysis that engages stakeholders and IP staff to integrate gender considerations throughout the workplan. Without this process it is unlikely that staff and management will be able to implement the project to serve both males and females equitably. Workplans should address design, timelines and activities that may be required to minimize the potential for gender-based inequities. Gender indicators should be incorporated and M&E staff assisted to develop appropriate tools and approaches for monitoring. A gender advisor should be engaged at least part time for the first year to ensure that staff internalize the approach and that plans are followed. **GEFE**

---

<sup>48</sup> *USAID Policy on Gender Equality and Female Empowerment*. 2012.

<sup>49</sup> <http://www.usaid.gov/sites/default/files/documents/1870/205.pdf>

## **Use Indicator Data for Activity Design and Learning**

USAID and IPs should systematically review indicator results and efficacy to consider how activities may need to be revised to increase gender equity and equality. When sex-disaggregated data reflects significantly more men or women beneficiaries or participants (such as the case with capacity building for senior managers in government), USAID and IPs should consider affirmative actions to address the disparity. For example, an initiative that encounters few female applicants or participants using standard outreach may take affirmative action by using alternative channels of communication or adjusting criteria. Activities designed to enhance capacity of decision-makers of organizations that have no women in those positions could identify and include women with potential in order to create a cadre of irresistibly qualified women when systems move to merit-based hiring.

USAID Gender Indicators should be used to augment sex-disaggregated data. Female-focused initiatives should use a self-efficacy test such as that referred to in USAID indicator GNDR-3<sup>50</sup> or an empowerment index. **GEFE, GNDR (as appropriate)**

## **Make All Activities Gender-Focused and Use Female-focused Language**

USAID should discontinue using the term ‘gender’ with counterparts as it is confusing, foreign and contentious. Activities and interventions that are female-focused such as girls’ education, female teacher training, and female leadership development should be referred to as “women, girl or female-focused.”

All project activities should be ‘gender’ activities and strive for 50/50 male/female participation in all aspects including project staffing, capacity building for project counterparts, consultative sessions for activity design and high-level nation-building, STTA, participation in community planning, training, etc. During the design phase of program activities, project staff should look for and anticipate areas in which special efforts may be required to identify and engage males and females in order to achieve equal participation. **GEFE, GNDR-2, GNDR-4**

## **Tailor Communications to Reach Both Men and Women**

Because men and women have different information seeking and information receiving behavior, IPs need to employ communication approaches that will reach both audiences. Such communications would cover announcements for hiring project staff; opportunities for procurements, grants, competitions and scholarships; identifying training participants; identifying high-level political leaders and activists and others who participate in and benefit from USAID resources.

While USAID activities and government counterparts report challenges in recruiting women who are appropriately qualified, women report challenges in securing employment. Despite the challenges, some *have* been successful in recruiting females. IPs should consult with the audiences they are attempting to reach to identify effective approaches to communications. For example, in identifying females for teacher training, consultations should be held with female teachers and former teachers, as well as the Gender Units within the Ministries of Education. If IPs are seeking to increase female staff, consultations should be conducted with existing female staff, female instructors and students at universities, youth leadership groups, and women-focused NGOs.

---

<sup>50</sup> The self-efficacy test is described in the How-To Gender Note, p. 6.  
[http://usaidealarninglab.org/sites/default/files/resource/files/How-To\\_Note\\_Gender\\_and\\_PPRs\\_2013\\_0719.pdf](http://usaidealarninglab.org/sites/default/files/resource/files/How-To_Note_Gender_and_PPRs_2013_0719.pdf)



Projects should recognize that while the communication vehicle is important (selection of mass media, internet, public notice boards, and networking), content of the message is equally important. While communication was not studied in-depth during the Assessment, research in Afghanistan indicates that female supervisors, female-friendly environments, and job announcement stating that applicants need to meet some but not all requirements are factors that encourage women to apply for opportunities. **GEFE, NAP, GNDR-2, GNDR-4**

## PROGRAM SECTORS

### Peace and Security

- Identify women within institutions dealing with stabilization (MoI, Security, and CSOs) to include in planning sessions, capacity building, and training. **GEFE, NAP, GNDR-4, 1.3.9, 1.6.6, IR 1.1**
- Require projects conducting community planning sessions to include female facilitators. Train all facilitators in gender sensitivity to encourage equal participation of men and women. **GEFE, NAP, 1.3.9, IR 1.2**
- Require community planning committees to have 50/50 male/female representation. **GEFE, NAP, GNDR-3, GNDR-4, 1.3.9, IR 1.2**
- Conduct sessions with community planning committees to introduce approaches to inclusive participation. **GEFE, NAP, GNDR-4, 1.3.9, IR 1.2**
- Offer some separate sessions with women and youth to build their confidence, negotiation and leadership skills if it appears that they are not actively participating. **GEFE, NAP, GNDR-3, 1.3.9, IR 1.2**
- Be acutely aware of women as pivotal influencers operating in the background in conflict mitigation and resolution; look for openings to nurture/formalize women's power. **GEFE, NAP, 1.3.9, SO1, IR 1.2**
- When appropriate, facilitate the transition of planning committees (with equal representation of men and women) to more permanent structures like Peace Committees to formalize relationships with institutions dealing with stabilization. This should not be contrived or forced; instead, the idea may be introduced through visits by a Peace Committee from another community, and support should be provided if the community is interested. **GEFE, NAP, GNDR-4, 1.3.9, SO1, IR 1.2**
- Consider ways in which marketplaces and health facilities where large numbers of women congregate can be used to conduct outreach and provide social services and literacy programs, increasing efficiency for both service providers and women. **GEFE, GNDR-6, 1.3.9, IR 2.1**
- Facilitate physical space for women to congregate, discuss and unify positions on community issues, and build confidence. This should be community-driven, not project-driven. The space may be multi-purpose (not women-only). **GEFE, GNDR-3, 1.3.9, IR 1.2**
- Continue support to Civil Registry and be cognizant of gender issues relative to awareness and accessibility. **GEFE, GOAL**
- When community-driven priority is a structure in which women are the primary beneficiaries (such as marketplaces) project activities should extend support that will build women's agency to manage the facility or in the case of marketplaces, expand their businesses to increase profit. **GEFE, GNDR-2, GNDR-3, 1.3.9, IR 2.1, IR 2.2**

## Democracy and Governance

- Conduct a female-focused program that grooms female politicians and CSO leaders who may be interested in entering politics. Areas of focus should include developing issue-based positions and strategy, messaging, personal presentation and representation, public speaking, and negotiation. Training should take place over the course of two years with specific objectives and pre/post evaluation. **GEFE, NAP, GNDR-3, GNDR-4, 1.3.9, IR 1.2**
- Ensure that high-level planning, conferences, nation-building projects, and policy-making activities have representation by an equal number of men and women. Even though females may be less visible to donors, reach beyond the political arena to CSOs and the legal profession. **GEFE, NAP, GNDR-3, GNDR-4, 1.3.9, 1.6.6, IR 1.2**
- Ensure gender balance of short-term technical assistance (STTA). **GEFE**
- Provide technical assistance and support implementation of activities that deal with democratization and gender equity within government institutions. For example:
  - Ministry of Constitution, Democratization and Federalism (Puntland) – analysis and drafting legislation/constitution
  - MoE Acts (Somalia and Puntland) – improving female-friendliness, implementing HR policies, providing gender sensitization training programs for teachers
    - Parliament and CSOs (all locations) – analyzing and drafting legislation/constitution (This should not duplicate the work that UNSOM and UNWomen will be starting in the coming months). Explore ways to institutionalize knowledge of legislative analysis and drafting among professional-level technocrats.
  - Political Parties – technical assistance to develop platforms, communications strategies, women and youth wings. Technical assistance should be designed with counterparts as a multi-year program with development benchmarks required for continued support. **GEFE, NAP, GNDR-1, GNDR-3, GNDR-4, GNDR-5, 1.3.9, 1.6.6, SO1**
- Provide long-term technical assistance for analyzing and drafting legislation. Participants should include Parliamentarians and Ministers, technocrats and members of civil society. Training should be long-term in order to build knowledge and have specific learning objectives. **GEFE, NAP, GNDR-1, GNDR-3, GNDR-5, 1.3.9, 1.6.6,**
- National Election Committee (Somaliland) - support activities that promote civic responsibility and that consider gender-based differences in literacy, communication channels and accessibility in educating both men and female voters, poll workers, and the voter registration process. **GEFE, NAP, 1.3.9, IR 1.2**
- Ensure voter education efforts address the issues of individual choice and civic obligation, different channels of communication used by men and women, time constraints on women due to domestic responsibilities, and lower rates of literacy and education among women. **GEFE 1.3.9, IR 1.2**
- Engage youth leadership volunteer groups in (non-partisan) voter education. **GEFE, GNDR-4, 1.3.9, IR 1.2**
- Provide technical assistance and (limited) implementation support to CSOs that advocate for democratization and human rights. Technical assistance should be designed with counterparts as a multi-year program with development benchmarks required for continued support. Examples include: **GEFE, NAP, GBV, GNDR-1, GNDR-3, GNDR-4, GNDR-5, 1.3.9, 1.6.6, SO1**
  - Talowadag Movement
  - NAGAAD
  - IIDA
  - Horizon Institute
  - SONYO

- SLNMA

## Youth and Education

- Support the Ministries of Education in Somalia and Puntland to implement all or part of their Education Acts. Of particular interest is implementation of gender sensitive HR policies (Puntland) and training teachers in gender sensitivity (Somalia). [GEFE](#), [GNDR-1](#), [GNDR-4](#), [1.3.9](#), [IR 1.1](#), [IR 2.1](#)
- Place conditionality on support to schools to require standards of conduct and enforcement of standards for students, teachers, administrators and others on school property; gender-sensitive HR policies and enforcement; hiring/placing female teachers in supported schools; identifying and grooming female teachers to promote into administration. [GEFE](#), [GNDR-1](#), [GNDR-4](#), [1.3.9](#), [SO2](#)
- Conduct consultative sessions with female teachers and MoE Gender Units/Advisors to identify root causes of female teacher attrition and challenges recruiting women for teacher training. [GEFE](#), [GNDR-2](#), [1.3.9](#), [IR 2.1](#)
- Continue building separate male/female toilets and ensure that toilet entrances are appropriately separated. [GEFE](#), [1.3.9](#), [IR 2.1](#)
- Continue Girls' Forums and Women's Committees for mentoring and empowerment and add similar mentoring programs for boys to promote gender sensitive socialization. [GEFE](#), [NAP](#), [GBV](#), [GNDR-3](#), [GNDR-4](#), [1.3.9](#), [IR 2.1](#)
- Conduct training for male and female teachers and administrators to increase gender sensitivity relative to both boys' and girls' needs. [GEFE](#), [NAP](#), [GBV](#), [GNDR-3](#), [GNDR-4](#), [1.3.9](#), [SO1](#)
- Provide graduated support to help youth leaders, particularly females who tend to be absent from youth leadership, move from current volunteer activities into more formal leadership roles within communities and with employers. [GEFE](#), [NAP](#), [GNDR-3](#), [1.3.9](#), [IR 1.2](#)
- TVET:
  - Conduct research with employers to identify equally marketable skills for both men and women *based on employer needs*. If occupation requires self-employment, ensure availability of start-up capital, skills in business management, and internal drive for self-employment, and support post-training activities for skills that require business start-up to support business growth. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
  - Work closely with employers to design training that equally serves both men and women to meet proficiency levels required by employers (rather than minimal skill levels) and that contribute to real economic growth. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
  - Discontinue tailoring training and identify women-appropriate skills that have realistic likelihood of income generation. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
  - Identify alternative TVET skills in rural areas that can have equal participation of males and females such as beekeeping and other occupations related to natural resources. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)

## Economic Growth

- Invest on front-end to identify and cultivate women-owned businesses to include in grant and technical assistance opportunities and activities. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
- Require equal male/female participation and benefit (grants, job training, business plan competition participants and judges, and capacity building with counterparts at Ministries of Commerce and Chambers of Commerce). [GEFE](#), [GNDR-2](#), [1.3.9](#), [IR 2.2](#)

- Ensure gender balance in STTA. [GEFE](#)
- Be aware that certain industries such as energy and mining exclude women. [GEFE](#),
- Work through local partners such as ADESO, Candlelight and Amoud University to explore agriculture and natural resource-based industries that can have equal participation of men and women for cottage industry start-up and expansion through co-op approach. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [GNDR-4](#), [1.3.9](#), [IR 2.2](#)
- Increase mid-level financing with equal participation of women and men college graduates for start-up and expansion of innovative businesses. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
- Require internships to be 50/50 male/female to develop mutual professional respect among cohorts of young men and women. Make internships conditional (document in writing) on employer willingness to hire women and men equally into professional and technical positions. [GEFE](#), [GNDR-2](#), [GNDR-3](#), [1.3.9](#), [IR 2.2](#)
- Conduct research and publish a guide for donor implementing partners and other employers on how to recruit women. [GEFE](#), [1.3.9](#),
- Conduct a woman-focused program with universities which helps young women build confidence. This should be a year-long program with learning objectives and pre/post evaluation. [GEFE](#), [GNDR-2](#), [1.3.9](#), [IR 2.2](#)

## Health

- Require that capacity building for management and leadership within Ministries of Health is 50/50 male/female. As women are not in management positions (other than Somaliland) identify women with potential who could move into management positions when hiring becomes merit-based. Depending on the extent to which the project funds Ministry of Health salaries, the project could place conditionality on funding and require a female in a management role. [GEFE](#), [GNDR-2](#), [1.3.9](#), [SO2](#), [IR 1.1](#)
- Create awareness materials and approach targeting men as recipients and in the delivery of education on reproductive, maternity and children's health and FGM. The approaches, channels of communication and messaging should be designed to address the ways in which men socialize, communicate, and receive information, which is different than that of women. [GEFE](#), [NAP](#), [GBV](#), [GNDR-4](#), [GNDR-6](#), [1.3.9](#), [SO2](#)
- Focus FGM awareness in rural areas. [GEFE](#), [NAP](#), [GBV](#), [GNDR-4](#), [GNDR-6](#), [1.3.9](#), [IR 1.1](#)
- Focus FGM messaging on health issues and delinking from Islam. [GEFE](#), [NAP](#), [GBV](#) [GNDR-4](#), [GNDR-6](#), [1.3.9](#)
- Require equal representation of men and women monitors of health facilities. [GEFE](#), [NAP](#), [1.3.9](#)

## Combatting Violent Extremism

- Conduct targeted analysis on the intersection of gender and combatting violent extremism to more deeply explore success factors and approaches that could be followed. The sensitive nature of violent extremism and intersection with gender requires targeted analysis based on a longer timeframe to conduct lengthier interviews that allow a level of trust-building and time for interviewees to think through issues. Interviewees should be selected purposefully based on their engagement with and knowledge of violent extremism. Suggestions raised by stakeholders regarding education, job creation and civic education should be explored. [GEFE](#), [NAP](#), [GOAL](#)
- Be acutely aware of women as pivotal influencers operating in the background in conflict mitigation and resolution; look for openings to nurture/formalize women's power. [GEFE](#), [NAP](#), [1.3.9](#), [1.6.6](#), [SO1](#), [IR 1.2](#)

- When appropriate, facilitate the transition of planning committees to more permanent structures like Peace Committees to formalize relationships with institutions dealing with stabilization. This should not be contrived or forced; instead, the idea may be introduced through visits by a Peace Committee from another community, and support should be provided if the community is interested. [GEFE](#), [NAP](#), [1.3.9](#), [1.6.6](#), [SO1](#), [IR 1.2](#)
- Facilitate physical space for women to congregate, discuss and unify positions on community issues, and build confidence. This should be community-driven, not project-driven. The space may be multi-purpose (not women-only). [GEFE](#), [GNDR-3](#), [1.3.9](#), [1.6.6](#), [IR 1.2](#)

# LIST OF REPORTS AND DATA SOURCES ON GENDER AND STATUS OF WOMEN IN SOMALIA

Date	Topic	Title	Publisher
2014	GBV	Here Rape is Normal	Human Rights Watch
2013	Health	Somalia Health Profile	WHO <a href="http://www.who.int/gho/countries/som.pdf?ua=1">http://www.who.int/gho/countries/som.pdf?ua=1</a>
2013	Human Rights	Comment to Somalia's Parliamentary Committee on Human Rights, Women, and Humanitarian Affairs on Draft National Human Rights Commission Legislation	Human Rights Watch
2013	Policy	Somali Compact	Federal Government of Somalia
2013	Status of Women	Country Program Baseline	UNWomen
2013	Political Participation	Politicising Women's Participation: Somaliland Women's Experiences in Establishing Peace and Security	Siham Rayale
2013	Policy	Gender Audit of the Consultation Draft Constitution	IIDA
2013	Status of Women	Gender in Somalia	UNDP
2013	Policy	A Gender Gap Analysis of 1325 in Puntland	ADESO
2013	Policy	Puntland Five Year Development Plan	Ministry of Planning, Puntland
2013	Security	Gender, Conflict and Peace	World Peace Foundation
2013	Policy	Draft Gender Policy for Somalia	AMISOM
2013	Education	Educating for Resilience	Somalia Federal Republic/UNICEF
2013	Policy	Religious Fatwa Banning All Forms of FGM	Ministry of Justice, Ministry of Family and Social Affairs, Ministry of Health Puntland
2013	Status of Women	Gender Profile of Somalia	EU Somalia Mission
2013	Human Rights	Hostages of the Gatekeepers	Human Rights Watch
2013	Status of Women	The Impact of Civil War and State Collapse on the Roles of Somali Women	Journal of Eastern African Studies
2012	Status of Women	Gender Country Profile	Social Institutions and Gender Index
2012	Economic Development	Changing Role of Women in Somalia: An Empirical Survey of Social and Economic Contribution of Somali Women Entrepreneurs in Banaadir Region	SIMAD University
2012	Human Rights	Annual Human Rights Report	NAGAAD

2012	Youth	Empowering Youth for Peace and Development	UNDP
2012	Security	Security and the Pathways of Women's Empowerment	Institute of Development Studies
2012	Education	Puntland Primary School Census	Ministry of Education, Puntland
2012	Education	Somaliland Primary School Census	Ministry of Education, Somaliland
2012	Health	Female Genital Mutilation/Cutting: Accelerating Change	UNFPA/UNICEF
2012	Status of Women	Narrating Peace: Somaliland Women's Experiences	50.50 Inclusive Democracy <a href="http://www.opendemocracy.net/5050/siham-rayale/narrating-peace-somaliland-women%E2%80%99s-experiences">http://www.opendemocracy.net/5050/siham-rayale/narrating-peace-somaliland-women%E2%80%99s-experiences</a>
2011	Status of Women	Gender Equality and Women's Empowerment Strategy for Somalia	UNDP
2011	Human Rights	Annual Human Rights Report	NAGAAD
2011	Political Participation	The Untapped Pedigree of Somali Women's Political Participation	Yasmeen Maxamuud
2011	Security	Charcoal Production, Environmental Degradation and Communal Violence in Somalia	Conflict Trends
2011	Security	Women Building Peace: Somali Women in Puntland and Somaliland	Conflict Trends
2011	Education	Gender Equality Classes Help Somali Teenage Girls Stay in School	UNICEF
2011	Policy	Somaliland Gender Policy	Ministry of Labor and Social Affairs, Somaliland
2011	Status of Women	Multiple Indicator Cluster Survey	UNICEF
2010	General Statistics	Millennium Development Goals Somalia Progress Report	Transitional Federal Government of Somalia/UNDP
2010	Security	Somali Women and Peace Building	<i>Accord</i> , Issue 21
2010	Human Rights	Annual Human Rights Report	NAGAAD
2010	Economic Development	Factors that Influence Small Women-Owned Businesses	NAGAD
2010	Policy	Pillars of Peace	Academy for Peace and Development
2010	Health	Reproductive Health National Strategy and Action Plan for Somalia	UNFPA, WHO, UNICEF, UKaid, EC
2010	General Statistics	Somaliland in Figures	Ministry of Planning, Somaliland
2010	Political	Political Representation in Somalia: Citizenship, Clanism	<a href="http://www.diaspeace.org">www.diaspeace.org</a>



	Participation	and Territoriality	
2009	Education	Somali Girl's Education	UNICEF
2009	Health	Health Care Seeking Behavior in Somalia	UNICEF
2008	Status of Women	Socio-Economic Status of Women in Somaliland	NAGAAD
2008	Women's Rights	Women's Human Rights in Somaliland	NAGAAD
2008	Health/Religion	De-linking Female Genital Mutilation/Cutting from Islam	Population Council/USAID
2007	Status of Women	Gender Profile for Somalia	EC Somalia and NORAD

# LIST OF CIVIL SOCIETY ORGANIZATIONS AND GENDER CONSULTANTS WORKING IN/WITH SOMALIA

## Mogadishu

Organization	Contact	Phone	Email
African Initiative for Women in Africa	Farida Simba		<a href="mailto:farida@aiwaforum.org">farida@aiwaforum.org</a>
Coalition for Grassroots Women (COGWO)	Khadija Abdulahi (Chair) Omar Abdi Adan	+252615565515	<a href="mailto:chairlady@cogwosomali.org">chairlady@cogwosomali.org</a> <a href="mailto:info@cogwo.org">info@cogwo.org</a>
The Centre for Research and Dialogue	Jabril Abdulle (Director)	+252615543303	<a href="mailto:jabril@crdsomalia.org">jabril@crdsomalia.org</a>
Elman Human Rights Centre	Fartun Abdisalan Haji Adan (Executive Director)	+252615936040	
HINNA (Women Pioneers for Peace and Life)	Asha Osman Ugas Abukar Mohamed Jimale	+25269962400	<a href="mailto:hinnango@hotmail.com">hinnango@hotmail.com</a>
IIDA Women's Development Organization	Deqa Yassin Mohamed Sheikh	+252616548039	<a href="mailto:info@iidaonline.net">info@iidaonline.net</a>
INXA – Peace & Human Rights Network (PHRN)	Abdidahir Adan Dirie Osman Aweys Dahir		<a href="mailto:phrnsom@yahoo.com">phrnsom@yahoo.com</a> <a href="http://www.inxa.org">www.inxa.org</a>
Organization for Somalis Protection and Development (OSPAD)	Abdinoor Osman Weheliye & Mohamed Omar Mohamud		<a href="mailto:ospadsomalia@yahoo.com">ospadsomalia@yahoo.com</a>
South and Central AIDs Commission (SCACs)	Ahmed Mohamed Jimale	+252615593820	<a href="mailto:sc.aidscommission@gmail.com">sc.aidscommission@gmail.com</a>
SAACID	Raha Mohamud Janaqow	+252615666522	<a href="mailto:saacid@saacid.org">saacid@saacid.org</a>
Sisters for Somalia	Amina and Asha Haji Elmi	+252699303061 +25261645499	<a href="mailto:info@sistersomalia.org">info@sistersomalia.org</a>
Save Somali Women and Children (SSWC)	Omar Gedi Sabriye Amina Haji Elmi	+252615513112 +252618472202	<a href="mailto:Sswc_mog@yahoo.com">Sswc_mog@yahoo.com</a>
Somali Women Development Centre (SWDC)	Zahra Mohamed (Executive Director) & Sagal Sheikh-Ali	+252615963125 +252616784491	<a href="mailto:Swdc-org@gmail.com">Swdc-org@gmail.com</a> <a href="http://www.swdcsom.org">www.swdcsom.org</a>
Somali Women's Studies Centre	Shukria Dini	+252618084775 +254701772328	<a href="mailto:info@somaliwomenstudies.org">info@somaliwomenstudies.org</a>
Somalia Youth Development Network (SOYDEN)	Osman Moallim and Aweys Noor Abukar	+252615777808	<a href="mailto:osmanmoallim@yahoo.com">osmanmoallim@yahoo.com</a> <a href="mailto:aweisnor@soyden.net">aweisnor@soyden.net</a>
South Central Non-State Actors (Network)	Hasan Ahmed Sadik & Sucdi Dahir Dirie	+25261577820	<a href="mailto:adminofficer@soscensa.org">adminofficer@soscensa.org</a> <a href="mailto:executivedirector@soscensa.org">executivedirector@soscensa.org</a>

Somali Peace Line (SPL)	Abdilaahi Mohamed Shirwac	+252699966345	<a href="mailto:info@tubta.org">info@tubta.org</a> <a href="mailto:somalipeaceaceline@hotmail.com">somalipeaceaceline@hotmail.com</a> <a href="http://www.tubta.org">www.tubta.org</a>
Somali Women Journalists	Farhiya Mohamed Kheyre Nasriin Mohamed	+252615434281	<a href="mailto:Swj12013@gmail.com">Swj12013@gmail.com</a>
Bani Adam	Eng. AbdiAziz Maio	+252615506424	<a href="mailto:Abdiaziz.maio@baniadamorg.net">Abdiaziz.maio@baniadamorg.net</a>
Community Concern Organization (COCO)	Abdirahman Ibrahim Adan & Kaaho Noor Mohamed		<a href="mailto:Coco-mogadishu@yahoo.com">Coco-mogadishu@yahoo.com</a>
Centre for Education (CED)	Abdulahi Ali Hassan & Abdullahi Sheikh Abokar		<a href="mailto:Ced.somalia@gmail.com">Ced.somalia@gmail.com</a>
Action for Relief and Development (ARD)	Mohamud Elmi	+252615260664	<a href="mailto:info@actionrelief.net">info@actionrelief.net</a>
Hayaan Development Organization	Duniyo Ali Mohamed & Abdirisak Sheikh Mohamed	+252615584416	<a href="mailto:hayaanngo@gmail.com">hayaanngo@gmail.com</a>
Police Advisory Committee (PAC)	Asha Malaq	+252615858902	
Somali Women Lawyers Association	Habiba H. Jimale	+252618763366	<a href="mailto:habibajimale@yahoo.com">habibajimale@yahoo.com</a>
Women's Education and Voicing Entrepreneurship (WEAVE)	Asli Ismail Duale	+252618809632	<a href="mailto:aslisomalia@yahoo.com">aslisomalia@yahoo.com</a>

## Somaliland

Organization	Contact	Phone	Email
Candlelight for Health and Education	Ahmed Ibrahim Awale	+252634426069	<a href="mailto:ahmedawaale@candlelightsom.org">ahmedawaale@candlelightsom.org</a> <a href="http://www.candlelightsom.org">www.candlelightsom.org</a>
NAGAAD	Nafisa Yusuf Mohamed	+252634427496	<a href="mailto:info@nagaad.org">info@nagaad.org</a>
Kaaba Micro Finance Institution (K-MFI)	Fadumo Alin	+252634000382	<a href="mailto:fadumoalin@yahoo.com">fadumoalin@yahoo.com</a> <a href="mailto:kaabamfi@gmail.com">kaabamfi@gmail.com</a>
Horizon Institute	Quman Akli	+252634833334	<a href="mailto:Quman.akli@gmail.com">Quman.akli@gmail.com</a>
Somaliland Non-State Actors (SONSA)	Mohamed Ahmed	+25263570536	
SONYO	Saed Mohamed	+252634427327	<a href="mailto:Sonyoed@gmail.com">Sonyoed@gmail.com</a>
Somaliland Chamber of Commerce	Mohamed Shukri Jama (Chairman)	+252634426199	<a href="mailto:Mshukri66@hotmail.com">Mshukri66@hotmail.com</a> <a href="http://www.somalilandchamber.com">www.somalilandchamber.com</a>
Taakulo Somali Community	Omar Jama Farah (Chair Person)	+252 63 4428177 +252 63 4403137	<a href="mailto:info@taakulosomaliland.org">info@taakulosomaliland.org</a> <a href="mailto:taakulosom@gmail.com">taakulosom@gmail.com</a>
Somaliland Nursing and Midwifery Association	Fouzia Mohamed Ismail (Executive Director)	+252634489689	<a href="mailto:Barimo51@gmail.com">Barimo51@gmail.com</a> <a href="mailto:SI_nma@yahoo.com">SI_nma@yahoo.com</a>
Somaliland Journalist Association	Hassan Mohamed Yusuf	+252 63 4429514	<a href="http://www.ururkasolja.org">http://www.ururkasolja.org</a>
Shaqodoon Organization	Mohamed Hassan Nur	+252 634400053	<a href="mailto:m.nur@shaqodoon.org">m.nur@shaqodoon.org</a>
Cooperative for Research and Development Action	Said Ducaale	+252634478373	<a href="mailto:ducaale28@hotmail.com">ducaale28@hotmail.com</a>
Credit & Saving for Community Support	Abdi Abokor Yusuf	+25263523270	<a href="mailto:Abokor99@hotmail.com">Abokor99@hotmail.com</a>
Somaliland Shamsi---Diin Education Development Association	Shamis Barre	+252634419980	<a href="mailto:shamsuu@hotmail.com">shamsuu@hotmail.com</a>
Somaliland Environmental Group	Abihakim Saeed	+252634651891	<a href="mailto:Hodan1995@hotmail.com">Hodan1995@hotmail.com</a>
Somaliland Youth Development Association		+25263418771	<a href="mailto:soyda2002@yahoo.com">soyda2002@yahoo.com</a>
Somaliland Youth Forum	Mohamed Barud	+252634451137	<a href="mailto:syfchargeisa1@yahoo.com">syfchargeisa1@yahoo.com</a>
Somaliland Continental Youth Voluntary Organization	Hamse Abdirahman		<a href="mailto:somalilandscyvo@yahoo.com">somalilandscyvo@yahoo.com</a>
Bilan Women & Children Development			<a href="mailto:bilancenter@yahoo.com">bilancenter@yahoo.com</a>
Togdheer Youth Development Organization	Mohamed Ibrahim	+25263443756	<a href="mailto:gacan2009@hotmail.com">gacan2009@hotmail.com</a>

Women Human Rights Education and Environment Association	Safiya Mohamed	+252634088334	<a href="mailto:w_h_ea@hotmail.com">w_h_ea@hotmail.com</a>
Somaliland Women Development Association	Anab Abdi	+252634420801	<a href="mailto:sowda32@gmail.com">sowda32@gmail.com</a>
Women's Action for Right Safety Network	Sahra Abdiwahab	+252634223517	<a href="mailto:fadumosahra200@yahoo.com">fadumosahra200@yahoo.com</a>
Somaliland Youth Cooperation Organization	Mohamed Siciid	+252634471174	<a href="mailto:soyoco1@gmail.com">soyoco1@gmail.com</a>
Somaliland Integrated Rural and Agro-pastoral Development	Mohamed Salah	+252634427485	<a href="mailto:sado@somrad.org">sado@somrad.org</a> <a href="mailto:somrad1@telesom.net">somrad1@telesom.net</a>
Somaliland Youth Development and Voluntary Org	Mohamed Hussein	+252634439674	<a href="mailto:soydavo2003@yahoo.com">soydavo2003@yahoo.com</a>
Somaliland Livestock Slaughter Development Organization	Mohamed Hassan	+252634415616	<a href="mailto:nafalo45@hotmail.com">nafalo45@hotmail.com</a>
Youth Education Safety Development Organization			<a href="mailto:Yesdo_org@yahoo.com">Yesdo_org@yahoo.com</a>
Somaliland Social Welfare & Community Service Org.	Mohamed Farah	+252634437621	<a href="mailto:maxamedxaaji67@hotmail.com">maxamedxaaji67@hotmail.com</a>
Agriculture and Water Development Association	Mohamoud Jirde	+252634137120	<a href="mailto:awda_19@hotmail.com">awda_19@hotmail.com</a>
Rural Community Development Services	Guled Omer	+252634437003	<a href="mailto:hagoog@gmail.com">hagoog@gmail.com</a>
Ayaan Women Development Association	Farah Ahmed	+25263426114	<a href="mailto:ayaan_org@yahoo.com">ayaan_org@yahoo.com</a>
Prosperity and Peace-loving Women Association	Waris Husein	+252634420771	<a href="mailto:bakwa60@hotmail.com">bakwa60@hotmail.com</a>
Somaliland Women Organization	Canab Omer Ileye	+252634401584	<a href="mailto:habeen634@hotmail.com">habeen634@hotmail.com</a>
Women Action for Advocacy & Progress Organization	Hinda Ibrahim	+252634570089	<a href="mailto:waapoorganization@yahoo.co.uk">waapoorganization@yahoo.co.uk</a>
Gargaar	Mohamoud Abdi	+252634525814	<a href="mailto:admin@scpgargaar.org">admin@scpgargaar.org</a>
Institute for Practical Research	Ahmed Hussein	+25263528629	<a href="mailto:ahesa@rocketmail.com">ahesa@rocketmail.com</a>
Awdal Rehabilitation and Development Association	Muuse Axmed	+252634456228	<a href="mailto:Ardango@hotmail.com">Ardango@hotmail.com</a>
Committee of Concerned Somalis	Zamzam Abdi	+25263427310	<a href="mailto:ccsaid@hotmail.com">ccsaid@hotmail.com</a>
Somaliland National Development Organization	Mohamed Ahmed	+25263520040	<a href="mailto:sanadorg@yahoo.com">sanadorg@yahoo.com</a>
Iftin Relief and Development Organization	Hamud Duale	+252634457476	<a href="mailto:yoonis002@hotmail.com">yoonis002@hotmail.com</a>
Barwaaqo Women's Organization	Shuun Cige Cali	+252634424308	<a href="mailto:bile63@hotmail.com">bile63@hotmail.com</a>
Network Against FGM/FGC in Somaliland	Ugaso Jaamc	+252634414881	<a href="mailto:nafisnetwork@gmail.com">nafisnetwork@gmail.com</a>
Somaliland Youth and Development Association	Abshir Abdi M	+252632560560	<a href="mailto:Soyonda@gmail.com">Soyonda@gmail.com</a>
Somaliland Youth Development	Mohamed Jama	+252632416678	<a href="mailto:soydco10@yahoo.com">soydco10@yahoo.com</a>

and Community Organization		4	
Centre for Children with Special Needs	Dr. Osman Sheikh	+252632350039	<a href="http://www.hornafricasickchildren.org">www.hornafricasickchildren.org</a>
Youth Volunteers for Development & Environment Conservation (YOVENCO)		+252634446295	<a href="mailto:Yovenco@yahoo.com">Yovenco@yahoo.com</a>
Somaliland Orphans and Street Children Aid Association	Fowzi Dheeg	+252634414411	<a href="mailto:sosca.somaliland.org@gmail.com">sosca.somaliland.org@gmail.com</a>
Voice Somaliland Minority Women's	Abdilahe Ismaaciil	+252632478108 /52 0409	<a href="mailto:vosomwo@yahoo.com">vosomwo@yahoo.com</a>
Somaliland Academy for Women Empowerment	Muna Husein	+252634424961	<a href="mailto:Muntalucy2@hotmail.com">Muntalucy2@hotmail.com</a>
Action for Women Health and Development	Kadra Hassan Ali	+252634425672	<a href="mailto:khalif099@hotmail.com">khalif099@hotmail.com</a>
Health Education Livestock and Pastoral Concern	Ahmed Abdi	+252634400016 /44 24049/4318 223	<a href="mailto:helpconcern@gmail.com">helpconcern@gmail.com</a>
Somaliland Education Improvement Association	ahmed Osman		<a href="mailto:acc216@hotmail.com">acc216@hotmail.com</a>
Somaliland Natural Resource Development Organization	Abdideeq Qowdhan	+252634481052	<a href="mailto:whiteman2@hotmail.com">whiteman2@hotmail.com</a>
Somaliland Humanitarian Relief Association	Abdisabur Abubakar	+252634456955	<a href="mailto:suhuranet@hotmail.com">suhuranet@hotmail.com</a>
Somaliland Energy for sustainable development Org	Sayid Ali Ahmed	+252634462222	<a href="mailto:sesdo@hotmail.com">sesdo@hotmail.com</a>
Somaliland Gender Development Association	Hassan Bile Abdi	+252634438700	<a href="mailto:sogda@hotmail.com">sogda@hotmail.com</a>
Forum for Peace and Governance	Sacdiya Muse	+252634414777	<a href="mailto:fopaghar@yahoo.com">fopaghar@yahoo.com</a>
Somaliland Farmers Development Association	Yaasin Mohamed	+252634143492	<a href="mailto:eidshahumed2@hotmail.com">eidshahumed2@hotmail.com</a>
Ga'an Libax Agriculture & Bee Association	Jamal Abdi	+252634414223	<a href="mailto:boqore12@hotmail.com">boqore12@hotmail.com</a>
Somaliland Rehabilitation & Development Agency	Hassan Abdi Ali	+25263858621	<a href="mailto:sorda_org@yahoo.com">sorda_org@yahoo.com</a>
Social Research and Development Institute	Mohamed Fadal	+252634169779	<a href="mailto:mohdfadal2@yahoo.com">mohdfadal2@yahoo.com</a>
Somaliland Resource and Infrastructure Development	Dahir Mohamed		<a href="mailto:somaliland.energy@gmail.com">somaliland.energy@gmail.com</a>
National Farmers Association	Yusuf Mohamed	+252634493441	<a href="mailto:yusufgoys@hotmail.com">yusufgoys@hotmail.com</a>
Somaliland Media for Peace and Development	Ali Moalim	+254721969259	<a href="mailto:alimoalim1@gmail.com">alimoalim1@gmail.com</a>
Gender Development Policy Institute	Siciida Muse	+252634414420	<a href="mailto:gdp2011@hotmail.com">gdp2011@hotmail.com</a>
Women Action for Advocacy and Development Asso	Fathia Husein	+252634425540	

ciation			
Women in Journalism	Fahma Yusuf	+252634512413	<a href="mailto:wija2007@yahoo.com">wija2007@yahoo.com</a>
Forum for Peace and Governance	Ismaha Abdisalan Hassan	+252634427121 +252634414777	<a href="mailto:fopaghar@hotmail.com">fopaghar@hotmail.com</a>



## Puntland

Organization	Contact	Phone	Email
ADESO (African Development Solutions)	Fatima Jabril Degan Ali Patricia Isabiyre Muna Mohamed Yusuf	+254722257541 +252907797556	<a href="mailto:myusuf@adesoafrika.org">myusuf@adesoafrika.org</a>
Galkayo Educational Centre for Peace and Development (GECPD)	Hawa Aden & Amina Aden	+2525 854004, +2525 795220 (Golis), +2525 46457 (STG)	<a href="mailto:gecpd2004@yahoo.com">gecpd2004@yahoo.com</a>
Puntland Research and Development Centre	Abdirahman Shuke	+252 5 844480	<a href="mailto:pdrsomalia@gmail.com">pdrsomalia@gmail.com</a>
Puntland Media Association	Omar Said Mohamed	+252907707034	<a href="mailto:lsse80@gmail.com">lsse80@gmail.com</a>
Puntland Non-State Actors (PUNSA)	Nur Mohamed Nur		
Puntland Women Lawyers Association (PUWLA)	Amina Ahmed	+252907724001	
Samofal Relief Development Organization	Faaduma Diiriye Nur	+25290797004 +254723959959	<a href="mailto:Samofal103@hotmail.com">Samofal103@hotmail.com</a> <a href="mailto:samofal103@gmail.com">samofal103@gmail.com</a>
Somali Women Association			
Talawadag Movement	Dr. Idil Jama	+252907796449	
We are Women Activists (WAWA)	Hawa Ali Jama	+252907796054	<a href="mailto:wawabossaso@hotmail.com">wawabossaso@hotmail.com</a>
Ilsan Women Coalition	Zaynab Haji Ayan	+252907712664	<a href="mailto:ilsanlas@yahoo.com">ilsanlas@yahoo.com</a>
TADAMUN	Abdirahman Abdirasak Abdirahman	+252907798661	<a href="mailto:tadamunsocial@yahoo.com">tadamunsocial@yahoo.com</a>
FAWE-Somalia Association	Yurub Hersi Egal	+252907740031	<a href="mailto:Yurub_44@hotmail.com">Yurub_44@hotmail.com</a>
Mudan Youth Umbrella	Mohamed Muse Mohamed	+252907742228	<a href="mailto:mudanyumbrella@gmail.com">mudanyumbrella@gmail.com</a>
FECNET Umbrella	Fatima Ahmed Herzi	+252907741727	<a href="mailto:fecnetwork@gmail.com">fecnetwork@gmail.com</a>
Puntland Women Peace Umbrella	Halima Mohamed Farah	+252907740479	<a href="mailto:Pwups1@gmail.com">Pwups1@gmail.com</a>
Kaalo NGO	Ahmed Shire Ahmed	+252907125266	<a href="mailto:kaaloorg@yahoo.com">kaaloorg@yahoo.com</a>
SAACOM	Asha Abdi Hussein	+252907781821	<a href="mailto:Saacom2006@hotmail.com">Saacom2006@hotmail.com</a>
Women Teacher Association	Ebaado Saalah Shiikh	+252907711822	<a href="mailto:cibado2010@hotmail.com">cibado2010@hotmail.com</a>
Minority Group NGO	Waris Ali Warsame	+252907767764	<a href="mailto:uswrowaris@yahoo.com">uswrowaris@yahoo.com</a>
Hanaqaad women Network	Asha Abdulahi Salah	+252634494255	<a href="mailto:hanagaadsom3@yahoo.com">hanagaadsom3@yahoo.com</a>
SWC	Hibo Aden Dirie	+252907766132	<a href="mailto:hiboadan802@hotmail.com">hiboadan802@hotmail.com</a>
Puntland Legal Aid Center	Yusuf Haji Noor	+252907794739	<a href="mailto:yusufxnuur@hotmail.com">yusufxnuur@hotmail.com</a>

## Independent Consultants: Gender, Women's Empowerment, Human Rights

Organization	Contact	Phone	Email
Horn of Africa Consultancy Services	Nafisa Santur	0733280005 +252 616108307	Nafisa.santur@gmail.com

# ANNEX I: GENDER ASSESSMENT FOR STRATEGIC PLANNING - SCOPE OF WORK

## Gender Assessment for Strategic Planning - Scope of Work United States Agency for International Development (USAID)

---

### **I. Assessment Purpose and Audience**

This assessment of gender in Somalia and how USAID/EA's current activities in Somalia are/are not addressing gender considerations will help guide USAID/EA Somalia's new strategy, as well as the design and implementation of future projects. The assessment is intended to provide data that can be used by USAID/EA Somalia as they draft their gender action plan. The action plan will articulate USAID/Somalia's gender equality and equity goals, identify possible entry-points for the incorporation of gender in on-going activities and make recommendations for new gender-focused activities. Additionally, the gender action plan, as based on this assessment and USAID's analysis of this assessment, is how USAID/EA Somalia intends to further meet gender analysis requirements as described in the approved Somalia Stabilization Project Appraisal Document (PAD) of 2013, intends to better implement Executive Order 13595 and the implementation of the corresponding implementation of the U.S. National Action Plan (NAP) on Women, Peace and Security as well as re-enforce USAID's 2012 Gender Equality and Female Empowerment Policy.<sup>51</sup>

### **KEY QUESTIONS**

This assessment will endeavor to answer USAID's standard questions for Gender Assessments:

- How does and will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect USAID activities?
- How will USAID current activity results affect women and men differently?

Within the framework of USAID's standard questions, this assessment will thematically align with three of the high-level objectives outlined under the National Action Plan on Women, Peace, and Security. The following objectives, as defined under the NAP<sup>52</sup> will be analyzed at every stage of the analysis:

- 1) *Participation in Peace Processes and Decision-making,*

---

<sup>51</sup> USAID's other Gender policies, particularly on Gender Based Violence ([http://pdf.usaid.gov/pdf\\_docs/PDACT888.pdf](http://pdf.usaid.gov/pdf_docs/PDACT888.pdf)), may become more prominent in USAID programming with Somalia following this assessment. These two USAID policies are currently the focus of USAID's gender sensitive programming with Somalia, which are why they are highlighted here, the larger body of USAID gender work is not meant to be excluded, but the focus of this assessment is tailored to the current focus of USAID's Somalia strategy in the interest of time and cost.

<sup>52</sup> Please see pages 16 – 35 of the National Action Plan for Women ([http://www.whitehouse.gov/sites/default/files/email-files/US\\_National\\_Action\\_Plan\\_on\\_Women\\_Peace\\_and\\_Security.pdf](http://www.whitehouse.gov/sites/default/files/email-files/US_National_Action_Plan_on_Women_Peace_and_Security.pdf)) for an understanding of how each of these three objectives is defined.

- 2) *Protection from Violence* (women protecting themselves and designing their own protection), and
- 3) *Conflict Prevention*.

The information generated during this analysis will be used to inform USAID decisions regarding current and future Somalia and Somaliland gender activities and programs. The primary, specific audience for this evaluation is the USAID/East Africa mission and officials who are charged with addressing gender gaps on existing programs or designing and managing new interventions in support of gender-focused requirements.

## **II. Background**

Somali women fill important cultural and economic roles throughout the Somalia, yet they are often marginalized, and their contributions not fully recognized. Empowering women supports USAID objectives of increasing stability through programs that foster good governance, promote economic recovery, and reduce the appeal of extremism. USAID Somalia is supporting Somali women as they claim leadership roles, participate in decision-making, organize peace processes, and actively contribute to the future and economy. At the same time, notions of masculinity influenced by extremism, and 20 years of conflict have negatively impacted men across Somalia. USAID's Somalia portfolio is looking to better support gender equality and address gender inequity through its work with Somalis, thereby benefiting all Somalis from improved gender equality and equity.

President Obama signed Executive Order 13595 in December 2011 directing the development and implementation of the U.S. National Action Plan (NAP) on Women, Peace and Security. The NAP describes the course the United States Government will take to accelerate, institutionalize, and better coordinate its efforts to advance women's inclusion in peace negotiations, peace-building activities, and conflict prevention; to protect women from gender-based violence; and to ensure equal access to relief and recovery assistance, in areas of conflict and insecurity.

*"The goal of the first-ever United States National Action Plan on Women, Peace, and Security (NAP) is as simple as it is profound: to empower half the world's population to act as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity. Achieving this goal is critical to our national and global security and it builds on the work of the Department under Secretaries of State Madeleine Albright, Colin Powell, Condoleezza Rice, and Hillary Rodham Clinton, since the first United Nations (UN) Security Council Resolution on Women, Peace, and Security was passed in 2000"<sup>53</sup>.*

USAID's partnership with Somalia is the perfect opportunity to focus on and explore implementation of the National Action Plan through its stabilization strategy. USAID's Somalia program aims to implement both a "mainstreaming" approach, which incorporates gender issues into all activities, and implement gender specific activities. USAID aims to continue to support and increase all Somali participation in peace-building and stabilization, but acknowledges that there is a disparity that disadvantages women in this process.

---

<sup>53</sup> [http://www.whitehouse.gov/sites/default/files/email-files/US\\_National\\_Action\\_Plan\\_on\\_Women\\_Peace\\_and\\_Security.pdf](http://www.whitehouse.gov/sites/default/files/email-files/US_National_Action_Plan_on_Women_Peace_and_Security.pdf)

In order to provide the USAID/EA Somalia Team with the research it requires to formulate their gender action plan as well as direct and design programming to better addresses USAID's Gender Equality and Female Empowerment Strategy, commitments made under the National Action Plan, and compliance with USAID's approach to Gender, the assessment team will be asked to produce a written product containing the following:

- 1) A basic literature review resulting in a **catalogue of found articles and data on Somalia** in the past five years. Search will include materials by other donors, the UN, Somali government, and NGOs, since 2008. It will also include a thorough review of USAID program documents.
- 2) Analysis that includes a **snapshot of gender norms, roles, opportunities, and constraints** across economic, cultural, social and legal levels in Somalia to guide USAID work. Understanding the achievements of Somali women will help understand the current need for gender mainstreaming and gender specific activities. USAID has seen a great deal of literature focus on women as victims, and not fully captured women's leadership, resilience, and strength. It is just as important to focus on the problems Somali women face as it is to respect the important and empowering roles women have played while contributing to their communities and countries. At the same time the ability to comprehend Somali traditions, extremist ideologies, and cultural activities will help inform USAID where to program for the greatest impact and how to do so as part of a respective and positive partnership with the Somali people. This analysis will be produced based on the findings from the literature review as well as field work results.
- 3) Provide **information and recommendations** for Gender Action Plan for USAID/EA Somalia:
  - A review USAID/EA Somalia's present and proposed strategic framework, results frameworks, and the program portfolio for treatment of gender. Identify key gender-based constraints, assess potential gender and related issues for the planned future strategic framework and make recommendations for strengthening USAID's strategic approach to gender;
  - Produce recommendations for the incorporation of gender into USAID's on-going activities;
  - Produce recommendations, based on gap analysis of the current USAID portfolio, for new gender focused activities;
  - Provide statements of the key gender based-constraints relevant to each Objective/Program Area.
  - Identify resources and sources of sex-disaggregated data (and possibly other variables as appropriate e.g., age, income) that are credible enough to be used when reporting on State/F standard gender indicators. If such sources are not available, suggestions shall be made for appropriate custom indicators. The assessment team will offer suggestions for how to analyze the potential impacts of USAID's proposed strategic approaches regarding the relative status of men and women in the country/region;
  - Identify the ways in which countering violent extremism and gender issues intersect and could be addressed through USAID activities;
  - Provide USAID with a list of experts and organizations the consultants meet with in the course of their fieldwork (e.g., NGOs, academics, research institutions,

government ministries) that could be called on to provide in-depth technical assistance.

Annex two contains a detailed breakdown of the written product including USAID's requirements for each of the segments detailed above.

### **III. Data Collection and Methodology**

The team will interview USAID/EA Somalia's Gender POCs, in consultation with other Somalia technical personnel, as well as key selected government representatives. The various approaches that will be utilized in the gender analysis are detailed below.

1. Review of pertinent documents including:
  - USAID documents, including but not limited to: USAID/EA Somalia PAD (includes strategic framework), USAID's Gender Equality and Women's Empowerment Policy, the National Action Plan on Women, Peace, and Security, USAID's current Somalia strategy, annual reports, strategic implementation plans, situation analyses, program gender analyses sector assessments, performance reports and evaluations, as appropriate since 2011;
  - Implementing instrument program descriptions;
  - Recent, as available over the past five years, literature that addresses gender issues in specific sectors and areas of strategic interest for the USAID/EA's Somalia portfolio (e.g., conflict and post conflict gender issues, countering violent extremism, trade, global competitiveness, regional market integration, food security, democracy and governance, anti-corruption, conflict mitigation, health, education, and HIV/AIDS impact mitigation).
2. Meetings and discussions with USAID staff, including the Somalia team, to discuss USAID/EA's Somalia team work in each program area, the questions they have for incorporating gender goals into possible development objectives, and expectations for and specific questions they would like answered in the gender analysis. Where possible these shall include:
  - Entry briefings with the Somalia team, Gender POC's for Somalia, and the Front Office;
  - A preliminary briefing session with USAID/EA Somalia Team on any revised ADS requirements for gender in procurement and Activity Approval process, and possibilities for integrating gender into M&E;
  - Meetings with the Somalia team on specific sectors and areas of interest to identify strengths; to identify how gender can be a link across sectors for similar interventions to identify possible entry points for the incorporation of gender considerations into ongoing (as appropriate) and future activities, and to verify whether gender considerations are adequately treated in the USAID/EA Somalia strategy and results framework;
  - A presentation of recommendations to the Somalia team
3. Undertake one-on-one collaborative and interactive discussions and interviews with key donors, active civil society actors and selected representatives of the Somali government, the national gender machinery and relevant thematic working groups.

4. Identify service gaps through discussions (methodology to be determined during inception report phase) with key donors, civil society actors active in gender-related areas, and Somali government officials to assess the degree to which the gender-specific issues and needs are being addressed and possible gaps in service provision. Analysis will be carried out to determine appropriateness of gender-specific programming to serve these populations in Somali communities. Model programs and projects will be identified and discussed in this analysis. The consultants will be expected to develop a list of key contacts in government, civil society actors, experts, academics, and international donor communities, and provide the list to USAID Somalia for review and approval.
5. Conduct site visits on a selective basis to project activities, with government representatives where appropriate.

#### **IV. Key Meetings and Deliverables, Evaluation Report, Personnel, Period of Performance/LOE, Somalia Flight Schedule**

##### **A. Deliverables**

<b>Key Meetings or Deliverable (*) Description</b>	<b>Illustrative Timeline</b>
In-brief with USAID	Tuesday, January 14, 2014
Presentation of methodology and work plan	Friday, January 17, 2014
Presentation of top level gender analysis findings to USAID – Including top level data from literature review, gender snapshot and recommendations	Friday, February 21, 2014
Draft report submitted to USAID	Wednesday, March 5, 2014
USAID feedback due	Wednesday, March 12, 2014
Final Report submitted to USAID	Friday, March 21, 2014
Final Report Uploaded to DEC	Within 30 days of final report submitted to USAID

*See the calendar of activities document for a more detailed day-by-day description and location of activities.*

##### **B. Assessment report content and format**

Please see Annex Two for a comprehensive overview of the format and requirements for the gender assessment report. In addition to the information detailed in Annex Two, all primary source data, both quantitative and qualitative, generated during the course of this assessment shall be provided to USAID in an electronic file in an easily readable format; organized and fully documented for use by those not fully familiar with the activity. In addition, all background documents collected by IBTCI for this evaluation shall be provide to USAID on CDs, organized by implementing mechanism, along with the final report.

##### **C. Team**

**Team Leader:** The Team Leader will have at least 10 years of USAID or



international development evaluation experience, preferably with an understanding of gender analysis, and in leading evaluation teams in austere environments.

**Deputy Team Leader:** The Team Leader will be a Somali speaker, will have at least 5 years of USAID or international development evaluation experience, preferably with an understanding of gender analysis.

**Home Office Support:** The IBTCI Home Office will provide quality assurance support by providing a team member with credentials and expertise in assessment design and methods in the gender sector. Additionally, IBTCI Home Office will provide publication support in finalizing the evaluation report.

### **Overview of USAID's Current Somalia Portfolio**

USAID's goal in Somalia is to **increase stability through targeted interventions that foster good governance, improve economic recovery, and reduce the appeal of extremism**. Following the transition to a new government last September, improvements in security in Mogadishu and other areas, and USG recognition of the Government of Somalia in early 2013, the United States plans to continue to expand its stabilization assistance in accordance with New Deal principles of building peaceful states. USAID programmed a budget of \$37.4 million in the past fiscal year. This represented tripling the USAID budget for Somalia, reflecting USG recognition of the new Somali government, and the window of opportunity to counter violent extremism and partner with Somalis as they build a more stable and democratic future.

Gender inequalities, particularly women's low levels of involvement in decision-making at all levels, reflects the continued existence in customs, laws, policies, plans and programs that are not gender responsive, and development planning whose resource allocation structures and processes that do not incorporate gender equality nor address historic gender inequity principles.

### **PEACE AND SECURITY**

Following more than 20 years of civil war, Somalia transitioned to a USG recognized government during the past year. Al-Shabab and warlords still hold large areas of territory, including much of the Somali breadbasket in the south, and threaten peace and security across the country. In order to promote stability and counter the appeal of extremism, USAID's peace and security program, the Transition Initiatives for Stabilization (TIS), was designed to mitigate conflict, promote stability and community cohesion, and strengthen citizens' relationships with their government officials.

Through over 450 quick-impact activities worth over \$38 million, USAID is helping Somalis demonstrate the benefits of peace-building and stabilization. USAID programs involve civil society, Somali government, and local communities in all phases of project planning and implementation. Under peace and security programming, USAID is working with dozens of Somali governance institutions (national and regional) to improve service delivery and increase relations with the community. USAID has also facilitated community consensus planning sessions, which bring together government, civil society, and private sector representatives to prioritize community needs, select stabilizing activities, and implement them in their communities with USAID support.

While USAID ensures women are involved in leadership for every step of programming, reaching an adequate percentage of participation can be a challenge. At the same time, gender-based violence, women's security, access to services, and full/free participation of women in governance, peace building, and reconciliation remains a challenge. Somali women have a history of political and cultural leadership, as active politicians, economic leaders, police officers before the revolution, poets, and musicians. Therefore, it appears that leadership by Somali women, as well as gender sensitive programming, can be culturally appropriate and acceptable across Somalia. The program would welcome suggestions and ideas for how to address challenges and utilize a rich history of women's leadership to expand work on gender-equality supporting small grants.

## **GOVERNING JUSTLY AND DEMOCRATICALLY (GJD)**

As part of support to the Somali government transition process, USAID worked with the constituent assembly, and provided civic education about the constitution and stable governance after the transition. Currently USAID is working with the new Somali Government on parliamentary rules and procedures, as well as political party and election development in Somaliland and Puntland. We have supported the development of women parliamentary caucuses since 2010, where we formed the Somalia Parliamentary Women Associations (SOWPA) and currently we are supporting them elect new leaderships, build their capacity to champion women and children issues as well build their ability to engage with women organizations in the national/political processes.

However, USAID is looking to expand its work in governance and rights, and is looking to this assessment to better inform opportunities to support women's participation across all levels of government, as well as legislation, justice, and policies that promote and support women's human rights. Going forward, the governance program will include specific women agenda items for support. The current one year extension of the ongoing activity will not allow us to provide grants but when we design new programs, we will ensure gender issues are included. In particular, USAID's governance programming in Somalia is looking to support Gender Equality and Female empowerment by increasing the quantity and quality of women's participation, respect for women's human rights, and practices that empower women.

## **Investing in People: Health**

USAID's health budget has been very small over the past few years, with the bulk of funding supporting the Joint Health and Nutrition Program (JHNP), implemented by three UN Agencies. At the same time, Somalia's health indicators are some of the worst in the world with an outrageously high maternal mortality rate, a recent polio outbreak consisting of the largest burden of cases worldwide due to the largest pool of unvaccinated children in the world, and the highest rate of female genital mutilation in the world. While support through the JHNP is carefully focused to address gender, key to a new assessment of gender for USAID in Somalia is identifying opportunities and ways to focus implementation in Somalia. Understanding the challenges behind recruitment and training of female community health workers, for example, will be vital to understanding the Somalia context. Additionally, looking at gender dynamics in terms of health care utilization will also be important.

## INVESTING IN PEOPLE: EDUCATION

Youth are the future leaders, workers and citizens of their nation, yet in Somalia, they lack basic education, employment opportunities, and connectedness to civil society. The goal of the current five year youth program is to build a future generation of Somali leaders by increasing opportunities in education, economic growth, and civic participation for 160,000 Somali youth, and promote stability by:

- Improving secondary education services for 50,000 Somali youth, community members, and education officials.
- Improving access to, and quality of, technical and vocational education and training and supporting a select number of business start-ups for 10,000 youth.
- Empowering 100,000 youth to participate in and contribute positively and productively to society.
- USAID also recently launched a program to provide secondary education and/or vocational training to 60,000 youth, as well as civic engagement opportunities for 100,000 young people.

## ECONOMIC GROWTH

Somali women have historically, and throughout the recent civil war, played an important role in Somalia's economic sector. USAID launched the "Partnership Fund," which co-funds Somali businesses, nonprofits, and other institutions—sharing the risk in new private sector ventures. Awards range from \$10,000 to \$100,000, and women's businesses were successful applicants.

USAID is also working with livestock and farming enterprises to improve quality and profits. USAID works with Amoud University to build up extension services and train 1,700 farmers and vendors in better agricultural practices (fertilizer usage, planting, crop rotation, basic literacy and marketing skills). Women vendors benefited from the training and services.

As part of creating a business-friendly environment and increasing investment, USAID is working with the Somaliland Ministry of Mining, Energy, and Water as well as the Somaliland Ministry of Commerce on policy and regulation. USAID is also piloting renewable energy projects, particularly wind, to trim energy costs for consumers and businesses. All activities were preceded by technical assessments and stakeholders' consultations with the public and private sector, local communities, and international and local partners. Women proactively participated in these assessments and consultations. Now USAID's economic work is expanding across south/central Somalia, and looking for new opportunities and possibilities to support gender equality in their work.

Based on the data above, the team can expect to visit a sample of the following projects. The chart below is purely illustrative. The assessment team will finalize a list of project sites to visit during the in-brief meeting.

Sector	Sub-sector	Organization	Locations
Economic growth	Small Business	Partnership for	Somaliland

		Economic Growth by DAI Nathan Group	
<b>DG/ GJD</b>	Women Caucuses in Parliament	CEPPS- IRI and NDI	HGA and/or MOG
<b>Youth/Education</b>			
<b>Peace &amp; Security</b>	Community Driven Stabilization	Transition Initiatives for Stabilization (TIS) by DAI	Puntland/Border
	Community Driven Stabilization	TIS by IOM	Mogadishu, HGA
<b>Health</b>	Joint Health and Nutrition Program	UN	TBD

## **Annex Two: Gender Analysis Report**

The Gender Analysis Report will include the following sections:

### **A. OVERVIEW**

**Gender and Growth in Somalia:** This section should provide a broad overview of the significant gender issues for Somalia in peace and security, economic growth, health, democracy and governance, and education and youth, using macro gender indicators to highlight the issues in each of these sectors. It should provide a brief picture of the dynamics of conflict, peace building, and gender across Somalia, with attention paid to the gendered social and political economy. It should include an assessment of the persistent security, income, and gender inequalities that challenge achievement of stabilization and prosperity following civil war in Somalia.

**Policy Environment and Capacity at the National and Local Levels:** Review and analyze government policies, priorities, efforts, and institutional arrangements particularly the gender machinery in place, as well as civil society's efforts to promote gender equality. The analysis should be relevant to the sectors USAID expects to work in.

### **B. USAID Somalia's Strategic Priorities and Associated Gender Analysis**

This section includes the information on the following sectors:

- Peace and Security
- Economic Growth
- Democracy and Governance
- Health
- Education and Youth
- Countering Violent Extremism

In the context of USAID's goals and results framework for Somalia.

For each sector above:

1. Analyze USAID's strategic priorities for each sector, with a discussion of alignment with Somali priorities, as applicable to USG and USAID policies and strategies. With a particular focus on USAID's Gender Equality and Empowerment Policy and the National Action Plan on Women, Peace, and Security.
2. Provide more detail on the gender constraints/disparities as they relate to the strategic priorities identified in 1 above.
3. Discuss best or promising practices to address gender constraints and disparities identified in number 2 above. Best practices may be suggested by: findings from impact or performance evaluations; existing program gender analyses; projects with demonstrated results that are scalable or can be replicated; and other indicators of promise to produce demonstrable results. This may include Somali Government, other donor, civil society, or USAID Somalia activities.
4. Identify key gaps in USAID's Somalia programming identified in section number 1 above.

#### **C. RECOMMENDATIONS FOR INTEGRATING GENDER IN THE CURRENT USAID PORTFOLIO**

For each existing activity area: provide recommendations (top line, followed by more detail), bounded by USAID Somalia priorities identified in section B.1 above. Drawing from the analysis, identify opportunities including:

- Potential results (and associated USAID standard gender-sensitive indicators) that could be incorporated into program planning and activity design.
- Potential supporting strategies and national resources, including activities or initiatives by other donors, Somali government institutions, and civil society groups, and any potential areas of collaboration or partnership.
- Potential for specific innovative activities, as recommended through research and/or interviews, as related to gender equality in the program and the possible need to target particular issues relating to gender equality and women's empowerment. This section should also provide options for constructive engagement of Somali men.
- Operational considerations required to strengthen the gender equality dimensions of the Somalia portfolio, including human resources, training needs, and additional planning/design tools.
- Potential for incorporating countering violent extremism and gender issues across the portfolio.
- Anticipated constraints and how to cope with them.

#### **D. IN-DEPTH ANALYSIS OF SPECIFIC ACTIVITIES**

*The specific activity analyses should be submitted as annexes to the report, and only summarized in the report.*

The analysis should also to the extent possible disaggregate by income, region, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

Specifically, USAID Somalia wishes to have the assessment team make an in-depth analysis including using regional and cultural dimensions of the work of several programs such as Transition Initiatives for Stabilization and Somali Youth Leaders Initiative, and other programs selected by USAID through a specific gender and age lens (probably with age groups of 12-17, 18-35, 36-49, 50+ or other such age groups determined by USAID).

#### **E. INTEGRATING GENDER EQUALITY AND FEMALE EMPOWERMENT INTO A USAID SOMALIA'S RESULTS FRAMEWORK**

Provide analysis of USAID Somalia's Results Framework (as shown in the approved Project Appraisal Document) and recommend corresponding RF indicators that reflect gender-specific goals.

Provide illustrative results and appropriate recommendations on USAID standard gender-sensitive indicators to measure the progress and impact for the gender equality/women's empowerment goals identified for each development objective/sector above that USAID Somalia's team can incorporate into its overall results framework.

#### **Concerns from the team in addressing Gender in Somalia**

- Please ensure gender includes an analysis of the many intersecting identity strands for Somali woman- in Gender research this is often termed "intersectionality," but in the Somalia context needs to acknowledge differences in identity related to clan, class, educational level, religion, immigration/migration/displacement status, etc.
- Some literature on gender in Somalia focuses on women as victims, and doesn't fully address the many ways Somali women are leaders in the formal and informal spheres- demonstrating repeatedly that Somalis are resilient, and strong. That approach then misses out on ways of supporting Somali women as they claim their human rights. It is crucial to the team that this assessment looks at supporting Somali women as they lead the way on rights, equality, and challenging harmful gender-based issues.
- While Somali women face many challenges related to gender inequality, Somali men are also facing harmful gender-based expectations that the USAID team would like to address.

#### **USAID Simplified Components of a Gender Analysis**

USAID guides that gender analysis should include the following; USAID's Somalia team wants to ensure that this Assessment provides material related to these issues:

- 1) Analysis of sex-disaggregated data and information, where possible based on data integrity
- 2) Assessment of roles and responsibilities/division of labor
- 3) Consideration of access to and control over resources
- 4) Examination of patterns of decision-making
- 5) Examination of the data using a gender perspective (in the context of gender roles, relationships)
- 6) Intersections between Gender and Countering Violent Extremism

#### **Assessment and Report Standards**

- The final report shall provide an end product and recommendations consistent with Executive Order 13595 for USAID/Somalia.
- All reports shall be written in proper American, Plain<sup>54</sup> English.
- The report shall account for gender, as it applies to men and women.

---

<sup>54</sup> See <http://www.plainlanguage.gov/>



# **ANNEX 2: WORKPLAN FOR GENDER ASSESSMENT FOR USAID/SOMALIA**

Submitted: January 22, 2014  
Suzanne Savage, Team Leader

## **I. Purpose of Assessment**

The gender assessment for USAID/Somalia is conducted to inform and provide actionable recommendations as the Mission develops its gender strategy, action plan, and upcoming procurements. The gender assessment provide a snapshot of significant gender issues for Somalia, possible entry-points for interventions to increase gender equity throughout all program sectors, and provides recommendations for new gender-focused activities. The assessment will furthermore offer actionable recommendations intended to bring operations and programming into alignment with USAID's Gender Equality and Female Empowerment Policy and the National Action Plan (NAP) on Women, Peace and Security.

The program sectors of focus are as follows (in order of priority):

1. Peace and Security
2. Governance and Democracy
3. Youth and Education
4. Economic Growth
5. Health
6. Combatting Violent Extremism

Although Combatting Violent Extremism (CVE) is not a program sector per se, it will be treated as a distinct area for programming rather than a cross-cutting issue. USAID's objective is to make sure that CVE programming fully considers how both females and males may be engaged, rather than the historical default approach that exclusively targets young men.

## **II. Methodology**

The Assessment will be guided by USAID's Framework that addresses the following two questions:

1. How will the different roles and status of women and men within the community, political sphere, workplace, and household affect the work to be undertaken?
2. How will the anticipated results of the work affect women and men differently?

### **A. Interviews**

The Assessment will conduct interviews in Nairobi, Somalia, Somaliland and Puntland according to USAID priority sector projects. Interviews will be conducted in Nairobi with Implementing Partner (IP) management (January 21 –January 25) and outside Nairobi with project staff, counterparts, beneficiaries and stakeholders (January 27- February 13). Interviews will be conducted with the following types of key informants:

1. USAID Implementing Partners (IPs) management and field staff

2. Other agencies conducting gender-specific activities
3. National and local government officials
4. Women's organizations and civil society organizations
5. Women Parliamentarians and other leaders
6. Community and religious leaders
7. Sector-specific counterpart organizations and beneficiaries (youth, businesses)

Based on a review of project documents and stakeholders, a preliminary list of interviewees is included in attached spreadsheets. It is anticipated that this list will be revised after further consultation with USAID and Implementing Partners. Interviews are intended to explore the equitability of women's and men's engagement, to identify root causes that either limit or support gender equitable participation and benefit, and to identify existing or potential unintended negative consequences of donor interventions. The interviews will also endeavor to explore approaches or situations that have increased gender equity and equality, and identify opportunities for deepening women's participation, benefit and agency.

Interview guides (Annex I) are used as a framework for semi-structured discussion that allows stakeholders to focus on areas that are most important to them, which in itself informs the assessment. Interview guides will be used to provide a framework for semi-structured discussions with flexibility for informants to reveal issues that are most important to them. Interviews will be conducted both individually and in groups. Group discussions will be both mixed and sex-segregated as a way to triangulate information and observe differentials in both responses and group dynamics, which may further inform recommendations. Individual discussions may take 1 to 1 1/2 hours; group discussions are anticipated to last 1 1/2 hours to 2 hours.

## **B. Document Review**

The Assessment will consider the following categories of documents:

1. Project documents: SOW from contract, PMP, annual and quarterly reports, evaluations USAID/EA Somalia strategy documents;
2. USAID policy and guideline documents: Gender Equity and Female Empowerment, National Action Plan for Women, Peace and Security;
3. Literature on topics relevant to gender and Somalia; and
4. Project data demographically-disaggregated (to the extent that it is available) in an attempt to identify trends and anomalies.

## **III. Deliverables**

1. Assessment Report
  - a. Executive Summary
  - b. Overview/Landscape of gender dynamics in Somalia
  - c. Summary of USAID Gender Policies
  - d. Findings by Program Sector
  - e. Findings by region
  - f. Recommendations
2. Catalogue of articles and data on gender and Somalia
3. List of women's and civil society organizations and gender consultants

### Key Deliverable dates are as follows:

Methodology Presentation	Wednesday, January 22, 2014
Presentation of Findings	Friday, February 21, 2014
Submission of Draft Report	Thursday, March 6, 2014
Feedback on Draft Report	Thursday, March 13
Submission of Final Report	Friday, March 21

### Annex I: Interview/Discussion Guide

1. Implementing Partners – management, separate discussion with female and male staff  
Information requests: 1) data disaggregated by gender, region, age (other demo)
  - a. When you hear “gender” and “gender equity” what do you think it means?
  - b. Staff composition
    - i. Male/female staff in management, program and admin positions
    - ii. What is the role of women in program implementation? Is the office environment female friendly? Are there qualified female staff to work with women?
    - iii. Implications of imbalance and ideas to balance
    - iv. Do staff have capacity to ensure gender equity in implementation?
  - c. How does existing project benefit females and males differently?
  - d. Are there government policies/structures that affect gender equitable benefit?
  - e. Age/clan/demographics that affect equitable benefit?
  - f. What could be done to increase equitable participation and benefit?
  - g. Are Somali women and men (CSOs, community leaders, target beneficiaries) consulted equally to inform program design and activities?
  - h. Does the program have specific targets and indicators for gender equitable participation and engagement? How would that change the way the program operates?
  - i. If it is more challenging to get female participation, does the project have funds to spend for that?
  - j. Are activities mixed or segregated? How does that affect outcome?
  - k. Is outreach conducted the same for women and men? How does that affect participation?
  - l. Are women and men able to access program resources equitably? What would it take? (time, transportation, literacy, capacity) ?
  - m. Do you work with both women and men at counterpart organizations? What would it take? Have any steps been taken by project to be more gender equitable? Results?
  - n. Have any unintended negative impacts for women or men resulted from project activities? How do you know? What was done?
  - o. Has project increased women’s empowerment? How measured?
  - p. If you could revise project to be more gender sensitive, how would you do it?
  - q. What would it take for the project to have a large impact on women’s empowerment?
2. Women in Leadership and Decision-making Positions
  - a. When you hear “gender” and “gender equity” what do you think it means?
  - b. What are the factors that allowed you to attain your position?
  - c. Characterize your status compared to men in your organization/similar positions
    - i. access to and control over resources in your organization/position
    - ii. effectiveness in carrying-out responsibilities

- d. Has your status/role changed in your home or community since attaining as your position has changed?
- e. Is your effectiveness and upward mobility limited (cultural norms, structural/institutional, role/responsibility)?
- f. How do you think women in positions like yours can increase efforts towards
  - i. Peace and security
  - ii. Reducing violent extremism
- g. How do women holding these positions help create space for other women?
- h. How might donors assist you (specifically) and other women rise to higher levels of leadership and decision-making?

### 3. Community/Religious Leaders

- a. When you hear “gender” and “gender equity” what do you think it means?
- b. Do both women and men participate in community decision-making?
- c. What are roles of women and men community leaders? How? Why?
- d. Do boys and girls participate? How?
- e. During participatory planning are priorities/projects discussed in terms of how they may benefit men, women, boys, and girls differently? Should they be?
- f. Are there men-only and women-only meetings? Is there a difference in effectiveness?
- g. Is there a benefit/detriment to more women/women in positions of community leadership?
- h. Do you play a role in encouraging girl’s education?
- i. Has women’s participation reduced/increased GBV or changed the way in which GBV is handled?
- j. What role do women/ men play in ensuring peace and security of the community?
- k. (if appropriate) What do you think could change perceptions of men’s/women’s roles? What could donors do to improve gender equity?

### 4. Youth Groups

- a. When you hear “gender” and “gender equity” what do you think it means? Do you feel that you have a voice in decision-making in your family/community? Is it because you are male/female?
- b. What is expected girls’/boys roles in your family/community? What do you think it should be?
- c. How has your participation in the program changed your perception of male/female roles? Your family’s?
- d. Are boys/girls more disadvantaged or privileged?
- e. Do you see a benefit to as many girls as boys going to school?
- f. Do you think that equal numbers of boys and girls going to school has an effect on peace and security?
- g. (if appropriate) What do you think could change perceptions of men’s/women’s roles? What could be done to have as many girls as boys go to school?

### 5. Civil Society and Women’s Organizations

Information request: reports or data on gender

- a. When you hear “gender” and “gender equity” what do you think it means?
- b. What legislation or other institutions/structures exist to that gender equity?
- c. What are major contributing factors to gender equity?

- d. Do you know of households, communities, situations that are unusually gender equitable/equal? What is cause?
- e. What do you see as top priority to increase gender equity/equality?
- f. What mechanisms/approaches should be followed/avoided?
- g. Is there a way to increase women's meaningful participation in peace and security?
- h. What can be done to increase girls' access to education?
- i. Are you familiar with any successful approaches to engaging men as advocates for women?
- j. Are there things (activity, project, advocacy) that donors could do (scale-up or things not being done now) to support increasing gender equity? CVE? GBV?

6. Other donors conducting gender-specific activities

Information request: any reports and data on gender

- a. When you hear "gender" and "gender equity" what do you think it means? Background info on gender programs or programs that mainstream gender
- b. Which activities/programs are most successful and why? How do they deal with different gender roles?
- c. Which local organizations do you work through?
- d. What challenges have you had in integrating/mainstreaming gender issues into other programs?
- e. How has your organization addressed gender-specific needs in the workplace?
- f. What have been the main challenges in mainstreaming gender at place of work?
- g. What lessons have you learned over time in programming on gender issues or mainstreaming gender into other programs/projects?
- h. What do you see as gaps in gender programming?

7. National and local government officials, TIS communities

- a. What does "gender" and "gender equity" mean to you?
- b. Does your Ministry/council consider gender in conducting its work – planning, budgeting, hiring, conducting its work? Why/why not?
- c. Are both men and women involved in decision-making within the ministry/council?
- d. What is gender balance of staff and in what positions?
- e. Do you think women and men have the same or different roles relative to this ministry/council?
- f. Do you think it is the role of government to promote gender equity? Are you doing this? How?
- g. Are you aware of any government policies or legislation that disadvantage men or women?
- h. What do you see as the roles of women and men relative to peace and security?
- i. (if appropriate) What do you think could change perceptions of men's/women's roles?

8. Female Parliamentarians, Lawyers, Leaders

- a. What does "gender" and "gender equity" mean to you?
- b. What are the success factors that allowed you to achieve your position?
- c. Do you feel that you have equal authority to that of your male colleagues?
- d. Do you feel that you have equal knowledge and capability to that of your male colleagues? What could be done to improve this?
- e. Are you aware of any government policies or legislation that disadvantage men or women?
- f. What do you see as the roles of women and men relative to peace and security?
- g. (if appropriate) What do you think could change perceptions of men's/women's roles?

- h. Is legislation considered from a gender perspective?
- i. Does the government appear to be willing to address inequities?
- j. In addition to your stated duties do you see your role as that of increasing gender equity and women's voice?
- k. Do you feel that you (and women) have a voice in peace and security?
- l. Is there any activity to implement the Gender Policy in Somalia?
- m. Has there been donor assistance that has particularly helped you/women become empowered? What more could be done?
- n. Any advice for well-meaning donor projects to avoid unintended negative consequences?
- o. Are there ways to engage men to increase gender equality?
- p. How can Somali women be mobilized to vote or be more engaged?

## ANNEX 3: STAKEHOLDER CONSULTATIONS

### Listings by date

No	Date	Organization	Name	Title	Phone*	Email
1.	Jan 14, 2014	USAID	Ismail Shiye Lacy Carra Leslie Shafer Sarah Atwood Hodan Hassan	COR Gender Focal Point D&G Office Program Office Team Lead Somalia	0702119144	<a href="mailto:ishiy@usaid.gov">ishiy@usaid.gov</a> <a href="mailto:acar@usaid.gov">acar@usaid.gov</a> <a href="mailto:lshafer@usaid.gov">lshafer@usaid.gov</a> <a href="mailto:satwood@usaid.gov">satwood@usaid.gov</a> <a href="mailto:hohassan@usaid.gov">hohassan@usaid.gov</a>
2.	Jan 20, 2014	IRI (CEPPS)	Bojan Ristic Stephanie Shackelford	Acting Resident Country Director  Program Manager	+252634830389 0718019005 +252634096488	<a href="mailto:brsic@iri.org">brsic@iri.org</a> <a href="mailto:sshackelford@iri.org">sshackelford@iri.org</a>
3.	Jan 20, 2014	USAID	Lacy Carra		0702119144	<a href="mailto:acar@usaid.gov">acar@usaid.gov</a>
4.	Jan 21, 2014	IOM (TIS)	Rita Njau Craig Davis Ian McClellan Susan Rodriguez Asha Mallim Ali	M&E COP Communications Communications Program Officer Program Officer	0727014418 0733121580	<a href="mailto:rnjau@iom.int">rnjau@iom.int</a>
5.	Jan 22, 2014	USAID	Ismail Shiye Lacy Carra Nasri Hussein Eunice Kidero	COR Gender Focal Point Program Mgmt. Specialist	0702119144 0713601352	<a href="mailto:ishiy@usaid.gov">ishiy@usaid.gov</a> <a href="mailto:acar@usaid.gov">acar@usaid.gov</a> <a href="mailto:nahussein@usaid.gov">nahussein@usaid.gov</a> <a href="mailto:ekidero@usaid.gov">ekidero@usaid.gov</a>
6.	Jan 23, 2014	NDI (CEPPS)	Mohamed Abdirizak Edmond Efendija	Country Representative Deputy Country Director	0733888024 0737463877	<a href="mailto:mabdirizak@ndi.org">mabdirizak@ndi.org</a> <a href="mailto:efendija@ndi.org">efendija@ndi.org</a>
7.	Jan 23, 2014	Mercy Corps (SYLI)	Francis Butichi	COP	0720264829	<a href="mailto:fbutichi@so.mercycorps.org">fbutichi@so.mercycorps.org</a>
8.	Jan 24, 2014	ADESO (African Development Solutions)	Patricia Isabirye	Program Manager	0722257541	<a href="mailto:pisabirye@adesoafrika.org">pisabirye@adesoafrika.org</a>
9.	Jan 27, 2014	DAI (TIS)	Vishalini Lawrence Adan Haji Yusuf Sirat Ali	COP Director of Programs Somaliland Coordinator	705114179	<a href="mailto:Vishalini_Lawrence@dai.com">Vishalini_Lawrence@dai.com</a> <a href="mailto:Adan_Haji@dai.com">Adan_Haji@dai.com</a>



			Mohamed Omar	Puntland Coordinator		<a href="mailto:Sirat_Ali@dai.com">Sirat_Ali@dai.com</a>
10.	Jan 27, 2014	USAID	Marybeth McKeever		0719614784	<a href="mailto:mmkeever@usaid.gov">mmkeever@usaid.gov</a>
11.	Jan 28, 2014	CARE	Abdullahi Iman Amy Lynn O'Toole	Program Manager Program Quality Senior Advisor	0720756863 0719893417	<a href="mailto:iman@csss.care.org">iman@csss.care.org</a> <a href="mailto:otoole@care.org">otoole@care.org</a>
12.	Jan 28, 2014	Elwak Community (phone interviews)	Mohamed Alikher  Awes Sheihk Mama Alasa Gurhan	Chairmen Elwak Somalia Peace Committee Elwak Somalia Youth leader Elwak Somalia Women group leader	+254716186513 +252615735909  +254722413243	
13.	Jan 29, 2014	Diaspora Women Activists	Nafisa Santur Farida Simba Hanan Ibrahim  Madina Amir Mohamed Intisar Ali Dahabo Omar Mohamed	Horn of Africa Consulting Africa Initiative for Women Africa Initiative for Women  Ambassador, Pol/Hum Dev Muqal Development Org Former Ambassador	0733280005 +252618437726 +252618557740 0701381934 0720995599 0701381934	<a href="mailto:Nafisa.santur@gmail.com">Nafisa.santur@gmail.com</a> <a href="mailto:farida@aiwaforum.org">farida@aiwaforum.org</a> <a href="mailto:hanan.ibrahim@aiwaforum.org">hanan.ibrahim@aiwaforum.org</a> <a href="mailto:amirmed91@yahoo.co.uk">amirmed91@yahoo.co.uk</a> <a href="mailto:Intisar@muqal.org">Intisar@muqal.org</a> <a href="mailto:Somaligov.dahabo44@gmail.com">Somaligov.dahabo44@gmail.com</a>
14.	Jan 29, 2014	JHNP (WHO, UNICEF, UNFPA)	Dr. Rizwan Humayun Raza Zaidi Esther Waters-Crane Summer Fauzia	Technical Officer Senior Program Manager Joint Programme Coord Monitoring and Evaluation	0733633338 0706171790 0713762308	<a href="mailto:rizwanh@nbo.emro.who.int">rizwanh@nbo.emro.who.int</a> <a href="mailto:razaidi@unicef.org">razaidi@unicef.org</a> <a href="mailto:ewaterscrane@unicef.org">ewaterscrane@unicef.org</a>
15.	Jan 29, 2014	Diaspora Women Activists	Halima Ismail Barliin Adami	Activist	+252615985888	
16.	Jan 31, 2014	ADESO	Muna Mohamed Yusuf Suban Abdullahi Mohamed	Program Manager  Program Officer	+252907797556	<a href="mailto:myusuf@adesoafrica.org">myusuf@adesoafrica.org</a>
17.	Jan 31, 2014	SYLI/Mercy Corps	Mohamed Hersi Ali Sayed Mahmoud Adil + 6 other staff	Program Manager WASH M&E	+252907793312	<a href="mailto:mheresi@so.mercycorps.org">mheresi@so.mercycorps.org</a>
18.	Jan 31, 2014	CARE International	Asli Ahmed Mohamud	Program Manager	+252907794007	<a href="mailto:asli@som.care.org">asli@som.care.org</a>

19.	Jan 31, 2014	Talowadaag Movement Press conference - Garowe	Dr. Idil Jama . Faduma Diriye Noor Mecca Mohamed Abdullah + 21 members	Interim Chairlady	+252907796449	
20.	Feb 1, 2014	Puntland Women's Lawyers Association (PUWLA)	Fathi Hirsi Ali Fadumo Abdillahi Mumin Sahra Abdi Hussein Sahra Yasin Ali Hamdi Abshir Jama	Chairperson Vice Chairperson Lawyer Lawyer Lawyer	+252907794197	<a href="mailto:Puwla.org@gmail.com">Puwla.org@gmail.com</a>
21.	Feb 1, 2014	Gambol Secondary School - Puntland	Ali Ibrahim Hussein	Headmaster		
22.	Feb 1, 2014	Gambol Secondary School – girls forum	Fardowso Sakariye Hirsi Fadumo Mohamed Abdillahi Asha Abdirahman Abdilahi Ramlo Shire Yusuf Fadumo Jama Mohamed Asho Mohamed Ahmed Farhiya Adan Yusuf Najma Abdirizak	Student Student Student Student Student Student Student Student		
23.	Feb 1, 2014	Puntland Non-State Actors (PUNSAA)	Abshir Mohamed Hirsi	Project Officer	+252 907761631	
24.	Feb 1, 2014	SAACOM	Asha Abdi Hussein	Chairlady	+252 907781821	
25.	Feb 1, 2014	Faduma Diriye Nuur	SOMAFAL	Executive Director	+252 907970004	
26.	Feb 1, 2014	Chamber of Commerce - Puntland	Dr. Said Hussein Ild	Chairman	+252 907821122	<a href="mailto:info@puntlandchamber.com">info@puntlandchamber.com</a>
27.	Feb 2, 2014	TIS-DAI	Ahmed Said Nur  Shukri Warsame	Senior Program Advisor for Puntland Program Advisor	+252 907797081	<a href="mailto:Ahmed-said_nur@dai.com">Ahmed-said_nur@dai.com</a>
28.	Feb 2, 2014	Puntland Ministry of Women Development and	Abdirahman Mohamoud Hassan	Director General		<a href="mailto:Dg.mowfsa@gmail.com">Dg.mowfsa@gmail.com</a>

		Family Affairs (MOWDAFA)	Halima Ali Warsame Adar Cadceed Diriye Mohamed Ali Noor Lul Jama Noor  ZamZam Mohamed Sabriye Farhiya Yusuf	Peace, Cultural & Conflict Resolution Department Admin & Finance Dept. Planning, Research, Training Regional Coordinator and Political Participation Child Protection Dept. Incoming Deputy Minister		
29.	Feb 2, 2014	Parliamentarian	Farrah Casowe	Parliamentarian		
30.	Feb 2, 2014	Talowadaag Movement	Dr. Idil Jama Mecca Abdulle + 4 members	Interim Chairlady Member	+252 907796449 +252907797655	<a href="mailto:meccaadbulle@yahoo.com">meccaadbulle@yahoo.com</a>
31.	Feb 2, 2014	Ministry of Constitution, Democracy and Federalism - Puntland	Zahra Said Ugas	Minister of Constitution and Federal Affairs	+252 907794197	
32.	Feb 3, 2014	Ministry of Planning - Puntland	Farah Kulmiye Elmi Mohamed Said Samatar Fartun Ali Ismail Anab Ali Shire Fatuma Ahmed Mohamud	Director General Consultant Admin. Assistant Statistician – Statistic Dept. Gender Officer	+252 907794094	<a href="mailto:d.general@mopicpl.gov.net">d.general@mopicpl.gov.net</a>
33.	Feb 3, 2014	Ministry of Interior - Puntland	Mohamed Ali Noor Sucdi Ahmed Ali	Director of Planning Gender Focal Point	+252 907725640	
34.	Feb 3, 2014	Ministry of Education - Puntland	Mohamed Abdiwahab Ahmed	Director General	+252 90796485	<a href="mailto:Moedg.pl@gmail.com">Moedg.pl@gmail.com</a>
35.	Feb 3, 2014	Garowe City District Councilors	Halima Abdikadir Barre  Asha Abdi Hussein Nuro Warsame Abshiro Ibrahim Hassan	Director for Women and District Affairs District Council Membr Deputy District Council Deputy District Council – Waberi	+252907781821	
36.	Feb 4, 2014	Ministry of Health - Puntland	Zeinab Ugas Yasin Abdirizak Hassan Isse + 6 staff	Outgoing Deputy Minister Director of Planning	+252907768377	

37.	Feb 4, 2014	Ministry of Education	Faduma Shukri Abdi Sahra Koshin	Head of Gender Unit Gender Technical Advisor	+252907795746	<a href="mailto:Sahro.m@gmail.com">Sahro.m@gmail.com</a>
38.	Feb 4, 2014	Activist / Environmentalist	Fatima Jibril	Founder of ADESO	+252907797844	<a href="mailto:Fatima.jibrell@gmail.com">Fatima.jibrell@gmail.com</a>
39.	Feb 4, 2014	Garowe business owner	Shukria	Retail business owner	+252907575437	
40.	Feb 6, 2014	SYLI/Mercy Corps - Mogadishu	Olad Farah Yassin Aden Mohamed Ahmed Madey	Senior Project Officer	+252616764343 +252615503116	<a href="mailto:ofarah@so.mercycorps.org">ofarah@so.mercycorps.org</a>
41.	Feb 6, 2014	SYLI/CARE	Farhia Salad Mohamed Mohamed Ali Mohamed	M&E Project Coordinator		<a href="mailto:fsalat@some-care.org">fsalat@some-care.org</a> <a href="mailto:mali@som-care.org">mali@som-care.org</a>
42.	Feb 6, 2014	Ministry of Education - Somalia	Hawa Mohamed Yusuf Bulale	Gender Technical Advisor Technical Advisor for Curriculum Development	+252616102284	<a href="mailto:Lehelow2@hotmail.com">Lehelow2@hotmail.com</a>
43.	Feb 6, 2014	House of the People – Somalia's Federal Parliament	Hamza Sheikh Hussein Asha Koss Faduma Mohamed Khali Ahmed Hiis Hassan Bibi Khalif Doro Bishara Abdi Jawahir Ahmed Naema Mohamed	Parliamentarians	+252618111114 +252615580771  +252615287847 +252615524633 +252618941648 +252618887588	
44.	Feb 6, 2014	Somali National Women's Organization	Batula Sheikh Ahmed Gabale Roobo Abdillahi	Chairlady	+252618949960 +252618947872	<a href="mailto:Batulaahmed@sympatico.ca">Batulaahmed@sympatico.ca</a>
45.	Feb 8, 2014	WARDI and SCA TVET Institutes	15 female beautician, 30 male electric, 15 female tailoring, 10 male and 10 female non-formal education	students		
46.	Feb 8, 2014	Former Minister of Gender and Family Affairs	Maryan Aweys	Parliamentarian	+252618446274	
47.	Feb 8, 2014	TIS/IOM	Ibrahim Somo	Program Officer	+252616338071	<a href="mailto:sibrahim.tisiom.nbo@gmail.com">sibrahim.tisiom.nbo@gmail.com</a>
48.	Feb 8, 2014	University students in Mogadishu (10)	Abdirahman Ali Abdi Jamal Abdirahman Layla Abukar Sharmake Abukar	Jobkey University Somali National Youth Council University of Somalia	+252618595686 +252615257064	

			Rukia Sheikh Hassan Ifrah Mohamed Osoble Asha Bashir Sheikh Fadumo Abdi Osman Hodan Abdihakim Sheikh	Youth activist Mogadishu University Plasma University Salaama University University of Somalia Simad University	+252615489138	
49.	Feb 8, 2014	Civil Society Organizations, human rights and women activists	Halima Jama Zahra Omar Mallin Rukiyo Mohamed Hassan Marian Abdulkadir Leyla Muse Ibrahim Nasrin Mohamed Ibrahim Duniyo Ali Mohamed Marian Ahmed Mohamud Asli Ismail Duale Fadumo Mohamed Ahmed Khadija Abdulahi Mohamed Shamsa Abdi Halima Ali Mohamed Bouhilo Shire Halima Ali Mohamed	Somali Women Agenda Somali Women Agenda Somali Women Agenda  Diaspora activist Somali Women Journalist Coalition for Grassroots  Women (COGWO) FEPMA  WEAVE COGWO  Chairlady of COGWO  COGWO COGWO WOIMO Gurayasamo Organization	+252615559000  +252618541944 +252618809632  +252615502949 +252615565515	<a href="mailto:Ruqiyo320@hotmail.com">Ruqiyo320@hotmail.com</a>
50.	Feb 9, 2014	IIDA	Deeqa Yassin	Operations Manager	+252616548039	<a href="mailto:Dega.yasin@iida.so">Dega.yasin@iida.so</a>
	Feb 9, 2014	Somali Women Development Centre (SWDC)	Zahra Mohamed Ahmed Sagal Sheikh-Ali	Executive Director GBV Program Coordinator	+252615963125 +252616784491	<a href="mailto:Swdc_org@yahoo.com">Swdc_org@yahoo.com</a> <a href="mailto:Sagal-sheikhali@gmail.com">Sagal-sheikhali@gmail.com</a>
51.	Feb 9, 2014	SYLI/GCC- Youth Leadership group	Asli Mohamud Ahmed Ruun Abdiaziz Sidow Shuaib Abdalla Hassan Adam Bulle Abdikarim Mohamed Ahmed Mohamed Sucdi Rajab Abdillahi	Youth activists	+252616101657 +252615801043 +252618647424  +252616322040  +252616303949	

52.	Feb 10, 2014	Mogadishu District Commissioners	Mohamed Ali Ahmed Dekha Abdulkadir Ahmed Arli Badal Hassan	H/Jaabaab Warta Nabada  Shangani	+252661516266 +252615201635  +252615549406	
53.	Feb 10, 2014	Shibis Community	Zahra Osman Ali: Abdinasir Mohamed Hassan	Peace Committee Members	+252615591261 +25261511940	
54.	Feb 10, 2014	UNSOM	Sara Negrao	Senior Gender Advisor	+252699390217	<a href="mailto:negrao-unsom@un.org">negrao-unsom@un.org</a>
55.	Feb 9, 2014	Somali Youth Development Network and Media groups	Mohamed Hassan Abdifatah Hassan Ahmed Gacal Muna Omar Hassan Aweys Nor Abokor Aweys Haji Nuur Farhiya Mohamed Kheyre Nasriin Mohamed	SOYDEN Radio Goobjoog  Somali National Television SOYDEN Mustaqbal Radio Somali Women Journalists SWJ	+252615536461      +252615434281	<a href="mailto:info@soyden.net">info@soyden.net</a> or <a href="mailto:osmanmoallim@soyden.net">osmanmoallim@soyden.net</a>      <a href="mailto:info@soyden.net">info@soyden.net</a>
56.	Feb 11, 2014	Ministry of Health - Somalia	Dr. Mohamed Abdi Farah Dr. Naima Abdulkadir Mohamed	Acting Director General National Reproductive Health Manager	+252615575323	<a href="mailto:Drfarah2011@gmail.com">Drfarah2011@gmail.com</a> <a href="mailto:Dr.nacima@gmail.com">Dr.nacima@gmail.com</a>
57.	Feb 11, 2014	Ministry of Women and Human Rights	Mohamed Omar	Director General	+252615744312	
58.	Feb 11, 2014	SAACID	Fardowsa Hassan Abdi Farhia Hassan Osman	Program Manager	+252615119864 +252615588727	<a href="mailto:fardowsa@saacid.org">fardowsa@saacid.org</a> <a href="mailto:farhia@saacid.org">farhia@saacid.org</a>
59.	Feb 11, 2014	Peace Human Rights Network (PHRN)	Fartun Mohamed Ibrahim Ismail Ibrahim Sheikh Ali	Coordinator Protection Program Officer	+252615966543 +252615571906	<a href="mailto:phrnsom@yahoo.com">phrnsom@yahoo.com</a> <a href="mailto:phrnprotectionprogramme@gmail.com">phrnprotectionprogramme@gmail.com</a>
60.	Feb 12, 2014	Police Advisory Committee (PAC)	Asha Malaq	Founder	+252615858902	
61.	Feb 13, 2014	PEG/DAI - Somaliland	Zaki Raheem Deqa Ismail Abdi Mubarak Ismail Tani	Operations Manager Operations Manager Monitoring and Evaluation	+252634752760 +252634412131	<a href="mailto:Zaki_raheem@dai.com">Zaki_raheem@dai.com</a> <a href="mailto:Deqa_ismail@dai.com">Deqa_ismail@dai.com</a> <a href="mailto:Mubarak_Abdi@dai.com">Mubarak_Abdi@dai.com</a>
62.	Feb 13, 2014	Kaaba Micro Finance Institution (K-MFI)	Fadumo Alin	Chairperson	+252634000382	<a href="mailto:fadumoalin@yahoo.com">fadumoalin@yahoo.com</a>

						<a href="mailto:kaabamfi@gmail.com">kaabamfi@gmail.com</a>
63.	Feb 13, 2014	Shaqodoon Organization	Mohamed Hassan Nur Ahmed Ali Jama	Executive Director Program Officer	+252634400053 +252634153742	<a href="mailto:m.nur@shaqodoon.org">m.nur@shaqodoon.org</a> <a href="mailto:naahi10@gmail.com">naahi10@gmail.com</a>
64.	Feb 13, 2014	TIS/IOM Hargeisa	Fatuma Shideh	Project Advisor	+252634738109	<a href="mailto:fshideh@iom.int">fshideh@iom.int</a>
65.	Feb 13, 2014	Dheeman (women owned business in Hargeisa)	Qani Abdi Alin	Owner	+252634785836	
66.	Feb 15, 2014	Ministry of Planning	Abdirashid Ahmed Guled	Director General	+252634427246	
67.	Feb 15, 2014	UCID Political Party	Fadumo Said Halima Osman Raage  Sahra Hussein Hirsi	Finance Secretary Chairperson of Women's Wing (National) Chairperson for Women's Wing (Regional)	+252634427793 +252634413639  +252634141497	<a href="mailto:ibrahim.fatima5@gmail.com">ibrahim.fatima5@gmail.com</a>
68.	Feb 15, 2014	Ministry of Health	Faiza Ibrahim	Director of Planning	+252634970833	
69.	Feb 16, 2014	Ministry of Environment & Rural Development	Shukri H. Ismail	Minister	+252634426085	<a href="mailto:shukriband@yahoo.com">shukriband@yahoo.com</a>
70.	Feb 16, 2014	Parliament	Baar Saciid	Member of Parliament	+252634475015	
71.	Feb 16, 2014	Candlelight for Health and Education	Ahmed Ibrahim Awale	Acting Executive Director	+252634426069	<a href="mailto:ahmedawale@candlelightsom.org">ahmedawale@candlelightsom.org</a>
72.	Feb 16, 2014	MIDA/IOM	Ayan Hassan Rabi	MIDA Programme Manager	+252634446298	<a href="mailto:arabi@iom.int">arabi@iom.int</a>
73.	Feb 16, 2014	SYLI/Mercy Corps	Josephat Mukhanji	Country Director	+252634843799	<a href="mailto:jmukhanji@so.mercycorps.org">jmukhanji@so.mercycorps.org</a>
74.	Feb 17, 2014	TIS/IOM	Charlie Butts Intisar Ali	Consultant Legal Advisor	+252633434357 +252634888996	<a href="mailto:ifidhin@yahoo.com">ifidhin@yahoo.com</a>
75.	Feb 17, 2014	Chamber of Commerce	Mohamed Shukri Jama Ibrahim Ismail Elmi	Chairman Secretary General	+252634426199 +252634485506	<a href="mailto:Mshukri66@hotmail.com">Mshukri66@hotmail.com</a> <a href="mailto:Slcham93@gmail.com">Slcham93@gmail.com</a>
76.	Feb 17, 2014	SONYO	Saed Mohamed Ahmed	Executive Director	+252634427327	
77.	Feb 17, 2014	Horizon Institute	Quman Akli Zahra Jibril		+252634833334 +252634833335	<a href="mailto:Quman.akli@gmail.com">Quman.akli@gmail.com</a>
78.	Feb 17, 2014	Gebiley District Councilor	Nimo Ahmed Abdi	District Councilor	+252634461802	<a href="mailto:Nimoqaran@gmail.com">Nimoqaran@gmail.com</a>



79.	Feb 18, 2014	Ministry of Commerce and Investment	Mohamed Suleiman Elmi	Director of Investment	+252634410580	<a href="mailto:Shiine944@gmail.com">Shiine944@gmail.com</a>
75.	Feb 18, 2014	Ministry of Education	Mohamed Farah Dalmar Ayan Haji Yousuf Rahma Ibrahim Amin Fathiya Nuh Ali	Director of Secondary Schools Department Director of Gender Dept. Director of Primary Schools Education Officer	+252634108716 +252634457172 +252634414722	<a href="mailto:secdartment@outlook.com">secdartment@outlook.com</a> <a href="mailto:Gender.unit@yahoo.com">Gender.unit@yahoo.com</a> <a href="mailto:Raxmagadiid@gmail.com">Raxmagadiid@gmail.com</a> <a href="mailto:Fadiya31@hotmail.com">Fadiya31@hotmail.com</a>
76.	Feb 18, 2014	NAGAAD	Nafisa Yusuf Mohammed	Executive Director	+252634427496	<a href="mailto:nagaadorg@yahoo.com">nagaadorg@yahoo.com</a>
77.	Feb 19, 2014	Waran Cadde Secondary School	Hassan Mohamed Fure Abdinasir Ibrahim Osman Mohamed Ahmed Guleid Mohamed Ahmed Kaahin Asha Abdilahi Hassan Khadra Yousef Hussein Mohamed Ahmed Abshir	Parents & Teachers	+252634479790 +252634485104  +252634476568  +252634407617  +252634485003 +252634722027 +252634550214	
78	Feb 19, 2014	SYLI/GCC Youth Leadership Group-Hargeisa	Rahma Abdillahi Elmi Mohamed Jama Meigag Mowlid Omer Mader Muna Abdilahi Amina Abdilahi Habane Amalkheyr Omar Hassan Fatima Ahmed Hassan Saado Omar Ibrahim Kule Abubakar Abdinasir Haji Hussein Ayan Mohamud Askar Yusuf Ali Yusuf		+252634109084 +252634429181 +252634192228  +252634465665  +252634000622 +252634448461  +252634455600 +252634555659	
79	Feb 19, 2014	Somaliland Nursing and Midwifery Association	Fouzia Mohamed Ismail	Executive Director	+252634489689	<a href="mailto:Barimo51@gmail.com">Barimo51@gmail.com</a> <a href="mailto:Sl_nma@yahoo.com">Sl_nma@yahoo.com</a>

80.	Feb 20, 2014	Amoud University	Abokor Sheikh Abdi Mohamed Ahmed Habane Obsiye Mohamed Heban Awale Abdirashid Jama Abdullahi Deka Omar Ahmed Abdikadir Omer Boqore Mohamed H. Dahir Elmi Mohamed Abdi Cisman Roda Idiri Hussein Amina Mohamed Abdillahi Ikraan Abdi Khalif	Dean, Faculty of Agriculture and Environment Supervisor Project Manager Project Coordinator  Extension Agent Extension Agent Extension Agent Extension Agent Extension Agent Extension Agent  Extension Agent	+252634459867 +252634457533 +252634474422 +252634456246  +252634504484 +252634450214 +252634456805 +252634505067 +252634500445 +252634591099  +252634506719	Haj- <a href="mailto:abokor1@gmail.com">abokor1@gmail.com</a>  <a href="mailto:Habane571@gmail.com">Habane571@gmail.com</a> <a href="mailto:Heban447@yahoo.com">Heban447@yahoo.com</a> <a href="mailto:ajaamac@hotmail.com">ajaamac@hotmail.com</a>  <a href="mailto:deeqa_86@hotmail.com">deeqa_86@hotmail.com</a> <a href="mailto:boqore@hotmail.com">boqore@hotmail.com</a> <a href="mailto:xaajidaahir7@hotmail.com">xaajidaahir7@hotmail.com</a> <a href="mailto:cismaan47@hotmail.com">cismaan47@hotmail.com</a> <a href="mailto:hoodalay99@yahoo.com">hoodalay99@yahoo.com</a> <a href="mailto:amina.ilwaad@yahoo.com">amina.ilwaad@yahoo.com</a>
-----	--------------	------------------	--	---	---	--

\*Numbers without country code are in Kenya

## ANNEX 4: BIBLIOGRAPHY

- Abdi, Jamal, Leah Matthews, and Liz Frost Yocum. *Somali Girl's Education (ISPABE Project) Qualitative Research Findings*. BBC World Service Trust, 2009. Web. 1 Feb. 2014.
- Academy for Peace and Development. *Democracy in Somaliland: Challenges and Opportunities*. Hargeysa, 2010. Web. 1 Feb. 2014.
- Affi, Ladan. "Arraweelo: A Role Model for Somali Women." Somali Peace Conference. Oct. 1995. Speech.
- Agborsangaya-Fiteu, Ozong. "Governance, Fragility and Conflict." *Reviewing International Governance Reform Experiences in Fragile and Conflict-Affected Countries*. Spec. issue of *Social Development Conflict, Crime and Violence* (2009). Web. 1 Feb. 2014.
- Asmani, Ibrahim Lethome, and Maryam Sheikh Abdi. *Delinking Female Genital Mutilation/Cutting from Islam*. USAID, 2008. Web. 1 Feb. 2014.
- Bloom, Mia, and David Hunsicker. *Bombshell: The Many Faces of Women Terrorists*. 2011. Web. USAID/CMM Gender and Conflict Speaker Series.
- Center for Human Rights and Global Justice. *A Decade Lost: Locating Gender in U.S. Counter-Terrorism*. New York: NYU School of Law, 2011. Web. 1 Feb. 2014.
- CEPPS/IRI. "CEPPS/IRI Performance Management Plan". 22 Jan. 2014. Microsoft Excel file.
- CEPPS/NDI. "CEPPS/NDI Performance Management Plan". 23 Jan. 2014. Microsoft Excel file.
- Copeland, Foard. *Opportunities for Economic Development in Somalia*. ACO Civil-Military Fusion Centre, 2009. Web. 1 Feb. 2014.
- DAI. *Transition Initiatives for Stabilization Annual Report FY 2013*. USAID, 2013. Web. 1 Feb. 2014.
- DAI. *USAID Partnership for Economic Growth Program*. USAID/East Africa, 2013. Web. 1 Feb. 2014.
- Diakonia Sweden. *Developing Vocational Training for the Informal Economy in Somalia (DVTIES) Project*. European Commission, 2012. Web. 1 Feb. 2014.
- Dini, Shukria. "Addressing Charcoal Production, Environmental Degradation and Communal Violence in Somalia: The Use of Solar Cookers in Bander Beyla." *Conflict Trends* (2011): 38-45. Web. 1 Feb. 2014.
- Dini, Shukria. *Burcad Badeed - The Implications of Piracy for Somali Women*. Web. 1 Feb. 2014.
- Dini, Shukria. "Women Building Peace: Somali Women in Puntland and Somaliland." *Conflict Trends* 2(2009): 31-37. Web. 1 Feb. 2014.
- Diop, Makhtar, and Fama Ba. *Female Genital Mutilation/Cutting in Somalia*. World Bank, United Nations Population Fund, 2004. Web. 1 Feb. 2014.
- "Domains of Gender Analysis." 15 Jan. 2014. Microsoft Word file.
- Easy-to-Read Guide on Somalia Draft National Gender Policy*. African Union, AMISOM. Web. 1 Feb. 2014.
- Financial Tracking Service, comp. *Consolidated Appeal for Somalia*. UNOCHA, 2014. Web. 1 Feb. 2014.
- Gardner, Judith. *A Gender Profile for Somalia*. NORAD, 2006. Web. 1 Feb. 2014.

- Gardner, Judith. *Gender Profile for Somalia – An Executive Summary*. EC Somalia Unit, NORAD, 2007. Web. 1 Feb. 2014.
- Gardner, Judith, and Fouzia Musse. *A Gender Audit of the EC Somalia Mission*. 2013. Web. 1 Feb. 2014.
- Gender and Peace in Somalia – Implementation of Resolution 1325*. United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW), Associazione Diaspora e Pace (ADEP), 2008. Web. 1 Feb. 2014.
- Gender and Statebuilding in Fragile and Conflict-affected States*. OECD, 2013. Web. 1 Feb. 2014.
- Gender Audit of the Consultation Draft Constitution of Somali Republic*. UNDP, IIDA, Web. 1 Feb. 2014.
- Gender Equality and Women's Empowerment Strategy*. UNDP Somalia, 2010. Web. 1 Feb. 2014.
- Gender in Somalia*. UNDP Somalia, 2013. Web. 1 Feb. 2014.
- Gender Mainstreaming in Practice: A Toolkit*. UNDP, 2007. Web. 1 Feb. 2014.
- Geopolicity. *Study on Sector Functional Assessments within Education, Health & WASH in Puntland*. UN, 2012. Web. 1 Feb. 2014.
- Greene, Margaret E., and Andrew Levack. *Synchronizing Gender Strategies: A Cooperative Model for Improving Reproductive Health and Transforming Gender Relations*. Interagency Gender Working Group, USAID, 2010. Web. 1 Feb. 2014.
- Harris, Simon. *The Ministry of Women Development and Family Affairs (Puntland State, Somalia) and the Implementation of UN Security Council Resolution 1325: An Institutional Capacity Assessment*. ADESO, 2013. Web. 1 Feb. 2014.
- Harris, Simon. *A Gender Gap Analysis of UNSCR 1325 Related Sustainable Peace and Reconstruction Efforts in Puntland State, Somalia*. ADESO, 2013. Web. 1 Feb. 2014.
- Hossain, Naomi. *Security and the Pathways of Women's Empowerment: Findings from a Thematic Synthesis of the Pathways of Women's Empowerment Research*. Institute of Development Studies, 2012. Web. 1 Feb. 2014.
- Hudson, Valerie. *Sex and World Peace*. Columbia University Press, 2012.
- Human Rights Watch. *Comment to Somalia's Parliamentary Committee on Human Rights, Women, and Humanitarian Affairs on Draft National Human Rights Commission Legislation*. Human Rights Watch, 2013. Web. 1 Feb. 2014.
- Human Rights Watch. *Here, Rape is Normal: A Five-Point Plan to Curtail Sexual Violence in Somalia*. Human Rights Watch, 2014. Web. 1 Feb. 2014.
- Human Rights Watch. *Somalia*. Human Rights Watch, 2012. Web. 1 Feb. 2014.
- Ingiriis, Mohamed H., and Markus V. Hoehne. "The Impact of Civil War and State Collapse on the Roles of Somali Women: A Blessing in Disguise." *Journal of Eastern African Studies* 7.2 (2013): 314-33. Web. 1 Feb. 2014.
- International Labour Organization. *Decent Work Programme: Southern Somalia and Puntland*. 2012. Web. 1 Feb. 2014.
- Joint Health and Nutrition Program (JHNP). *Briefing Note*. 2013. Web. 1 Feb. 2014.
- Kjorven, Olav. *Envisioning Empowerment: A Portfolio of Initiatives for Achieving Inclusion and Development*. United Nations Development Programme (UNDP), 2009. Web. 1 Feb. 2014.
- Mashedi, Joy, Nafisa Santuur, and Shukria Dini. *Formulation of the Somalia Draft National Gender Policy Workshop*. African Union, 2013. Web. 1 Feb. 2014.

- Maxamuud, Yasmeeen. *Somali Women: Agents of Change*. Center for Bridging Communities, 2011. Web. 1 Feb. 2014.
- Mazurana, Dyan, and Keith Proctor. *Gender, Conflict and Peace*. World Peace Foundation, 2013. Web. 1 Feb. 2014.
- Mercy Corps, and Consortium Partners. *USAID Somalia, Somali Youth Leaders Initiative Annual Progress Report FY 2013*. USAID, 2013. Web. 1 Feb. 2014.
- Ministry of Labour and Social Affairs. *The Republic of Somaliland Simplified National Gender Policy*. Ministry of Labour and Social Affairs, 2011. Web. 1 Feb. 2014.
- Ministry of National Planning and Development. *Somaliland in Figures*. Ministry of National Planning and Development, 2010. Web. 1 Feb. 2014.
- Mohamed, Faiza Jama. "Somali Women and Peacebuilding." *Accord* 21 (2010): 62-65. Web. 1 Feb. 2014.
- Musse, Fouzia, and Judith Gardner. *A Gender Profile of Somalia*. EU Somalia Mission, 2013. Web. 1 Feb. 2014.
- Pflanz, Mike. "Gender Equality Classes Help Somali Teenage Girls Stay in School." *UNICEF Somalia*. UNICEF, 28 Mar. 2011. Web. 1 Feb. 2014.
- Primary School Census Statistics Yearbook 2011 - 2012 Volume I*. Garowe: Ministry of Education Puntland State of Somalia, 2012. Web. 1 Feb. 2014.
- Puntland Ministry of Interior. "District Councilors - Puntland". Feb. 2014. Microsoft Word file.
- Pyrtel, Mikael. "Sustainable Agriculture in Somalia." *Somalia Strategy Review* 1.1 (2012): 1-5. Web. 1 Feb. 2014.
- Rayale, Siham. *Politicising Women's Participation: Somaliland Women's Experiences in Establishing Peace and Security in a Post-conflict Context*. 2013. Web.
- Saltmarshe, Douglas. *Somalia Stability Programme Pilot Evaluation*. DFID, 2012. Web. 1 Feb. 2014.
- Shah, Rajiv. *USAID Gender Equality and Female Empowerment Policy*. Washington, D.C.: USAID, 2012. Web. 1 Feb. 2014.
- Somali Joint Health and Nutrition Programme (2012-16)*. World Health Organization, UNICEF, UNFPA, 2014. Web. 1 Feb. 2014.
- Somali Ministry of Planning and International Cooperation. *Puntland Second Five-year Development Plan 2014 - 2018*. Garowe. 2013. Web. 1 Feb. 2014.
- Somali Ministry of National Planning and Development. *Summary of Preliminary Results: Multiple Indicator Cluster Survey*. UNICEF, 2011. Web. 1 Feb. 2014.
- Somalia Federal Republic Ministry of Human Development and Public Services. *Go-2-School Initiative 2013 - 2016: Educating for Resilience*. Web. 1 Feb. 2014.
- Somalia: Legislative Strengthening and Elections and Political Processes*. Consortium for Elections and Political Process Strengthening, 2013. Web. 1 Feb. 2014.
- The Somali Compact*. Federal Republic of Somalia, 2013. Web. 1 Feb. 2014.
- Transitional Constitution of Puntland Regional Government*. 2001.
- Transitional Federal Government of Somalia. *Somalia Millenium Development Goals Progress Report*. Mogadishu. 2010. Web. 1 Feb. 2014.
- Umbrella, Nagaad. *Women's Economic and Property Rights and the Factors That Influence Small Women-Owned Businesses*. 2010. Web. 1 Feb. 2014.
- UNDP/BCPR. *Gender-Responsive Economic Recovery Programming: Implementing the Secretary-General's Report on Women's Participation in Peacebuilding*. UNDP/BCPR, 2012. Web. 1 Feb. 2014.

UNDP. *Price of Peace: Financing for Gender Equality in Post-conflict Reconstruction*. UNDP, 2010. Web. 1 Feb. 2014.

UNDP Somalia. *Somalia Human Development Report 2012: Empowering Youth for Peace and Development*. UNDP Somalia, 2012. Web. 1 Feb. 2014.

UNDP Somalia. *Somalia Human Development Report 2012: Empowering Youth for Peace and Development Fact Sheet*. UNDP Somalia, 2012. Web. 1 Feb. 2014.

*United States National Action Plan on Women, Peace, and Security*. The White House, 2011. Web. 1 Feb. 2014.

United Sisters Cooperative. *Empowering Women of Eyl and Improving Their Resilience*. United Sisters Cooperative, Web. 1 Feb. 2014.

UN WOMEN. *Baseline Survey for UN Women Somalia Country Programme and Strategic Note (2012-2013)*. UN WOMEN, 2013. Web. 1 Feb. 2014.

US Department of State, USAID. *United States Strategy to Prevent and Respond to Gender-based Violence Globally*. 2012. Web. 1 Feb. 2014.

USAID. *Addressing Gender and Inclusiveness in Project Design*. USAID, 2013. Web. 1 Feb. 2014.

"USAID's Current Efforts in Preventing and Responding to Gender-Based Violence Survey." Survey. 13 April 2010.

USAID. *Guide on How to Integrate Disability into Gender Assessments and Analyses*. USAID, 2010. Web. 1 Feb. 2014.

USAID. *Implementation of the United States National Action Plan on Women, Peace and Security*. USAID, 2012. Web. 1 Feb. 2014.

USAID. *Partnership for Economic Growth: Somaliland Private Sector Development Assessment*. By Dan Charette et al. DAI, 2011. Web. 1 Feb. 2014.

USAID. *State of the World's Mothers*. By Katherine Shanahan. Issue brief no. 73. 2013. Web. 1 Feb. 2014.

USAID/Somalia. *"New Deal: Somalia"*. File last modified 22 Jan. 2014. Microsoft PowerPoint file.

USAID. *Somalia Stabilization Project Appraisal Document: Bringing Stability and Hope*. USAID, 2013. Web. 1 Feb. 2014.

USAID Somalia. *Transition Initiatives for Stabilization Annual Report*. USAID Somalia, 2013. Web. 1 Feb. 2014.

USAID. *Talking Points: Strengthening Economic Growth through Investments in Gender Equality*. 2013. Web. 1 Feb. 2014.

USAID. *Talking Points: Strengthening Food Security through Investments in Gender Equality*. 2013. Web. 1 Feb. 2014.

USAID. *Talking Points: Strengthening Global Health through Investments in Promoting Women's Well-being*. 2013. Web. 1 Feb. 2014.

USAID. *Talking Points: Why Including Women in Peacebuilding Pays Dividends for Development*. 2013. Web. 1 Feb. 2014.

USAID. *"USAID Gender Policies"*. 18 Oct. 2012. Microsoft PowerPoint file.

Wandel, Jens, and Winnie Byanyima. *Enhancing Women's Political Participation: A Policy Note for Europe and the Commonwealth of Independent States*. UNDP Regional Bureau for Europe and the Commonwealth of Independent States, 2010. Web. 1 Feb. 2014.

